

An aerial photograph of a winding asphalt road that curves through a dense forest. The trees are in various stages of autumn, with many showing bright yellow and orange foliage, while others remain green. To the left of the road, a calm lake reflects the surrounding forest. In the distance, more of the lake and forested islands are visible under a soft, overcast sky. The overall scene is serene and scenic.

# Bilia Capital Markets Day

November 8, 2024







**Per Avander**  
CEO Bilja AB



**Carl Fredrik Ewetz**  
IR & M&A



**Tommy Arthursson**  
Business Development  
Manager



**Stefan Nordström**  
Deputy CEO Bilja AB



**Mathias Nilsson**  
CEO Bilja Personbilar AB



**Anders Rydheimer**  
Director Communication,  
Digital & Business  
Development



**Frode Hebnes**  
CEO Bilja Norway



**Kristina Franzén**  
CFO Bilja AB

# Displaying and test drive of cars

V O L V O

EX90



RX 450h+

X P E N G

G6



Aceman



Volkswagen  
ID.7 Tourer



BMW i5  
Touring



Q6 e-tron



Mercedes-Benz

E-Klass  
All-Terrain



Range Rover  
Sport



TOYOTA

Landcruiser



Porsche Macan  
4 Electric



An aerial photograph of a winding asphalt road that curves through a dense forest. The trees are in various stages of autumn, with many showing bright yellow and orange foliage, while others remain green. To the left of the road, a calm lake reflects the surrounding forest. In the distance, more of the lake and forested islands are visible under a soft, overcast sky. A small red car is driving on the road, providing a sense of scale.

# Bilia Group





# Bilia – with customer focus

- Sweden, Norway, Belgium, and Luxembourg
- Around 5,500 employees at ~170 facilities
- 16 car brands
- 90,000 delivered new and used cars 2023
- 1,000,000 service customers
- Turnover 2023 SEK ~39 bn
- Listed on Nasdaq OMX Stockholm – Large Cap
- Business areas: Service, Cars, Fuel





# Focus on new and existing businesses

- Develop acquired companies
- Improve the service business
- New organization in Sweden
- Balance between improving margins and acquisition
- Shareholder value





# Bilia market share January–September 2024

New cars market share

- Sweden 9.5%
- Norway 5.5%
- Belgium 0.6%
- Luxembourg 5.1%



Leading brands with  
front end products





# We cooperate with strong brands



Sweden

Bilia's market share per brand

126  
facilities

VOLVO

21%



35%



TOYOTA

21%



Mercedes-Benz

13%



JAGUAR

26%



25%



21%



21%



33%

X P E N G

79%



46%



Volkswagen

3%



# We cooperate with strong brands



Norway

Bilia's market share per brand

42  
facilities

VOLVO

19%



31%



11%



10%

X P E N G

56%



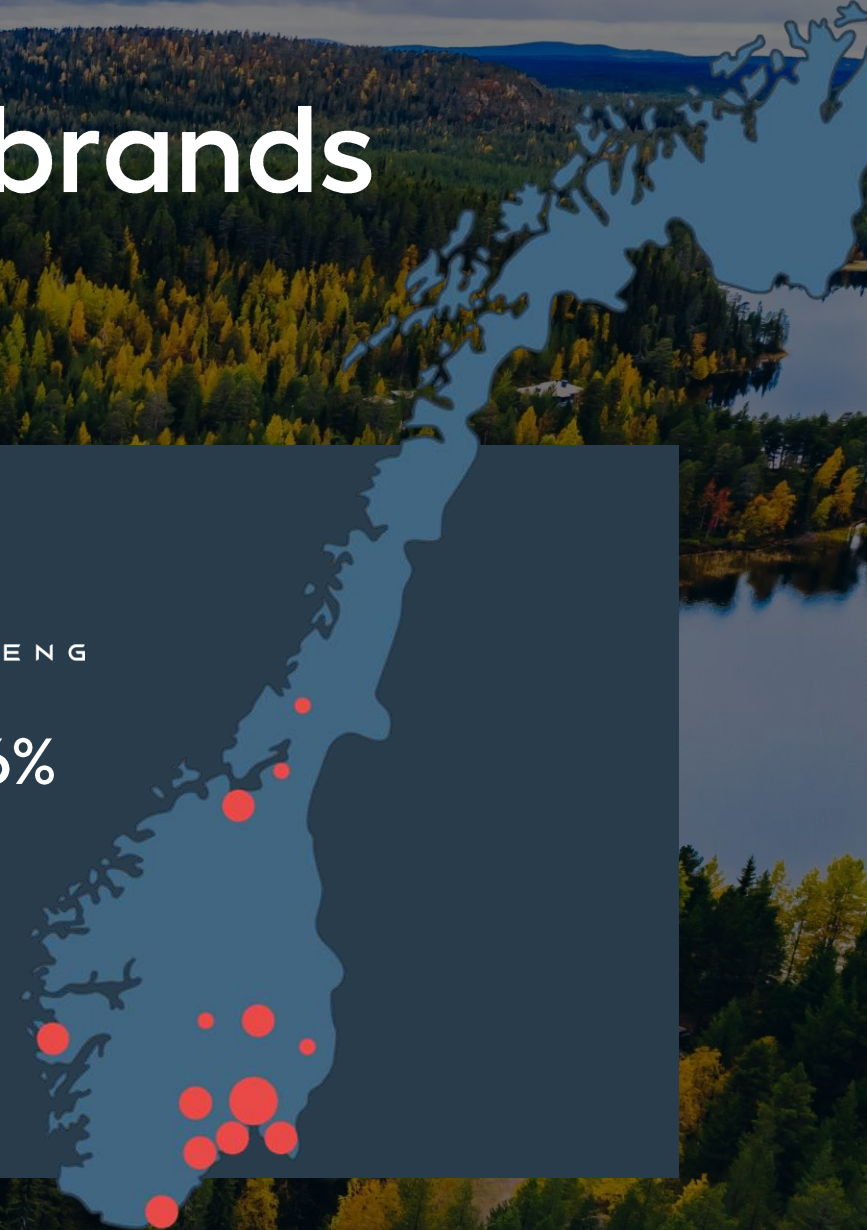
30%



14%



28%





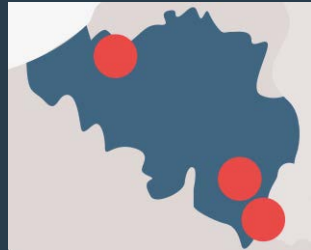
# We cooperate with strong brands



Belgium



Luxembourg



Bilia's market share per brand



5%



6%



Bilia's market share per brand



35%



66%



# The journey towards the best service company in the business

- 47 acquisitions – new brands and new countries
- Organic growth, more service offers
- Operating margin
  - 2023: 4.2%
  - 2012: 1.5%

2012-2023

**120%**  
growth





# Our strategies





# Our strategies

**Sustainable  
business  
strategy**

**Internal  
strategy**

**Growth  
strategy**



# Our strategies

Sustainable  
business  
strategy





# Sustainable business strategy

## One-stop-shop

### **Car dismantling**

Recycling, used car parts

### **Rental cars**

Rentals and Flexlease

### **Damage centres**

Roadside assistance,  
body shop, paint shop

### **Car care**

Reconditioning  
and AC cleaning

### **Glass centres**

Glass treatment, glass repair,  
windscreen replacement



### **Car purchase**

Financing, insurance, CarPay,  
service subscriptions, tyre  
hotels, accessory & tyre sales

### **Stores**

Accessories, spare parts,  
e-commerce

### **Stations**

Fuels and car washes

### **Tyre centres**

Tyre hotels, wheel change,  
tyre sales, workshop services

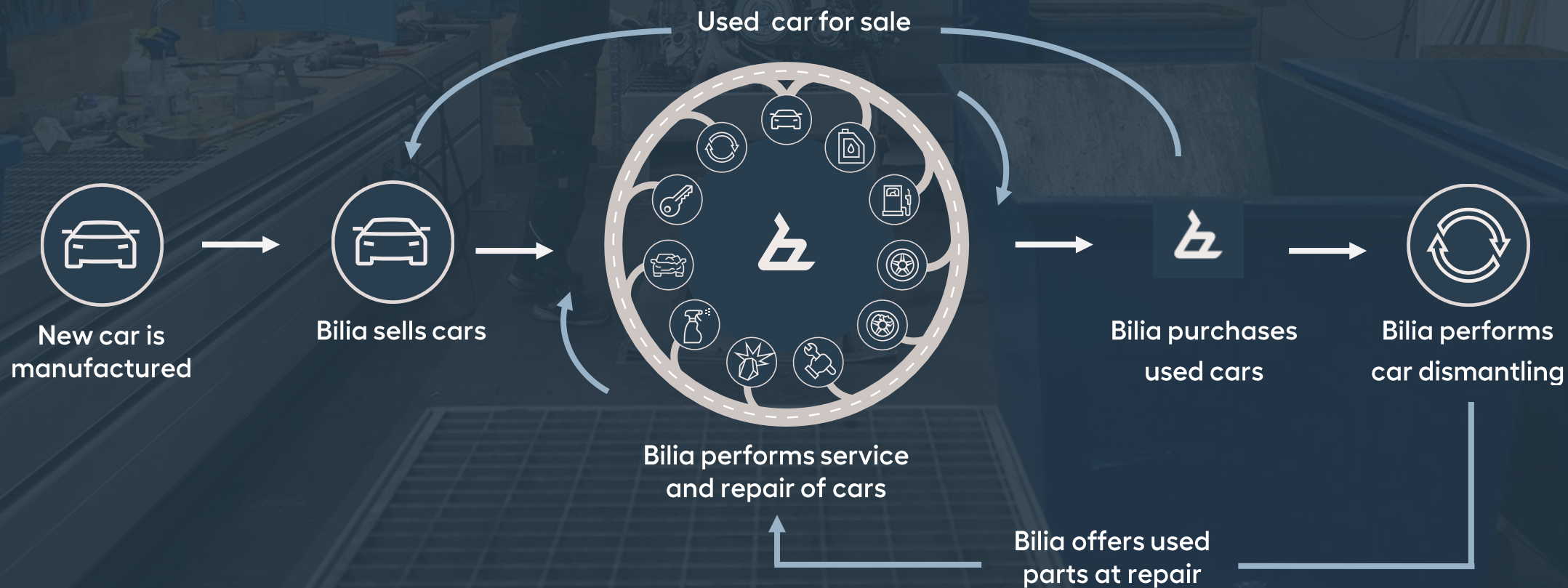
### **Rim repair**

### **Service centres**

Original service, personal  
service technicians, repairs



# Circular business strategy From car to reused parts





# Our strategies

Internal  
strategy



# Internal strategy

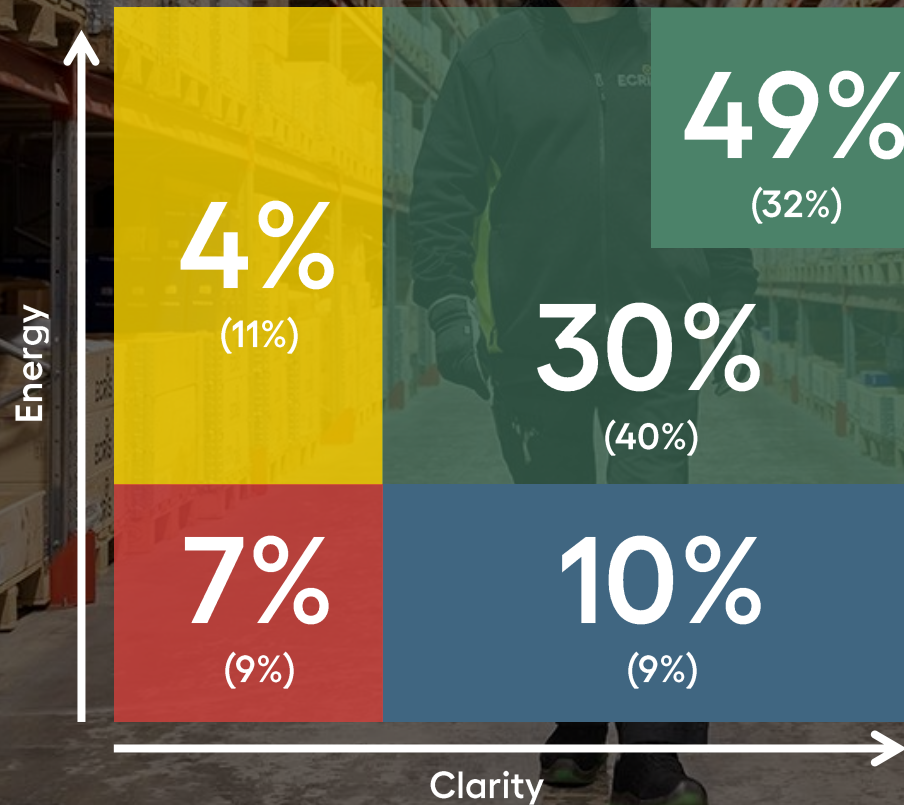
Strong  
leadership

Proud  
employees





# Internal strategy, Strong leadership & Proud employees



( ) = Benchmark



# Internal strategy

Strong  
leadership

Proud  
employees

Happy  
customers

Happy  
shareholders



# Our strategies

**Growth  
strategy**



# Growth strategy for continued European growth

## Current markets

- Sweden
- Norway
- Belgium
- Luxembourg



## Potential growth

- Expansion in existing markets
- Expansion in existing car brands
- Other Western European countries
- Mobilia Care

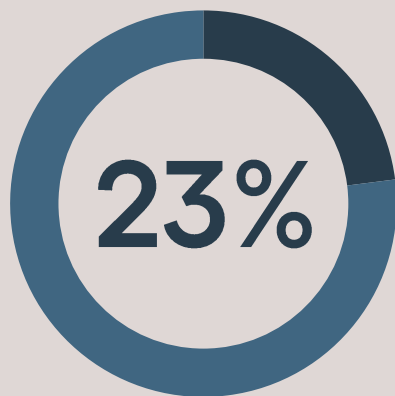


# The Service Business

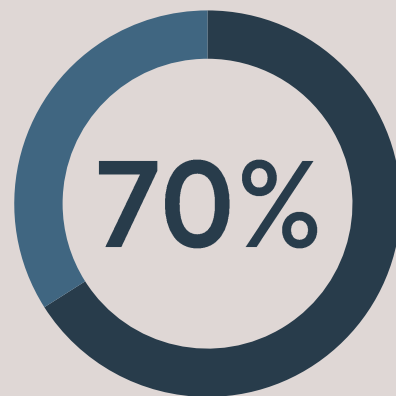




# The Service Business Important for our profitability



Share of Bilia's  
Net turnover  
R12 Q3 2024



Share of Bilia's  
Operational earnings  
R12 Q3 2024





# The Car Business





# Bilia's car brands – a strong portfolio

V O L V O



P E N G





# New business area Importer Sweden and Norway





# Importer of Jaguar & Land Rover

- New business area
- Better control of the business area
- A new revenue stream
- Potential importer for other brands in the future if the opportunity would arise





# Deliveries of new and used cars and order backlog for new cars

	Deliveries of new cars		Deliveries of used cars		Order backlog new cars	
	Jan-Sep 2024	2023 <sup>1)</sup>	Jan-Sep 2024	2023 <sup>1)</sup>	Sep 2024	Sep 2023
Sweden	20,226	-9% (-4%)	27,611	20% (15%)	7,445	12,201
Norway	5,472	-12% (-22%)	9,478	-3%	2,607	2,409
Western Europe	4,070	-9%	1,906	-16%	2,392	3,248
Total	29,768	-9% (-8%)	38,995	12% (9%)	12,444	17,858

<sup>1)</sup> In brackets, change for comparable operations



# Weak total new car market

	Normal total market	Total market 2024
Sweden	320,000	255,000
Norway	150,000	120,000
Belgium	510,000	460,000
Luxembourg	52,000	45,000



# The Market situation





# Current market environment in the car industry

- Strong demand in the Service Business
- Stable demand for new cars from fleet customers
- Signs of private customers slowly returning - Campaigns
- Continued improvement in Norway
- Good demand for used cars
- Retailers position



# Highlights in the Car Industry

Consolidation

Electrical  
vehicles

Agency model

Direct sales/  
Online sales

Car sharing

Subscriptions

Chinese  
brands





# Market Trends

In Car distribution and the Service market





### **Volvo quits the car subscription business**

The automaker will transfer its Care by Volvo programs in Germany, the Netherlands, Sweden and Norway to new owners while phasing it out in the U.K. and the U.S.

#### EU-CHINA TRADE DISPUTE

### **EU approves China EV tariffs; negotiations to continue**

Ten member states voted in favor of the measure, while Germany and four others voted against and 12 abstained, according to reports.

### **Ford said to drop agency retail model in Europe**

Ford had already delayed the introduction of direct sales until 2026.



### **Germany's 69% slump in August EV sales drags on Europe's auto market**

Sales surged a year ago ahead of Berlin ending incentives for electric company cars.

Much is happening around us – also in  
car distribution and the service market

### **EU carmakers pressure Brussels to delay stricter emission rules**

Drop in electric vehicle sales puts manufacturers at risk of 'multibillion-euro' fines and production cuts

### **Mercedes walks back EV sales target as demand wanes**

Variable-cost parity between EVs and traditional cars "is many years away," Mercedes CEO Ola Källenius said. The luxury brand will continue to update its combustion-engine cars well into the 2030s.



# Agenda

- Developments since the last CMD 2022
- Customers prefer omni-channel
- Agency – developments
- Consolidation in car distribution
- Service market towards 2030





# We are members of ICDP

- International research and consulting organisation specialising in automotive retailing and aftersales
- Leading authority in its field – data, insight and implementation support
  - European perspective
  - Vast network in the industry
  - Vehicle manufacturers, importers, dealers, suppliers, service providers and trade associations are members



# Looking back to CMD 2022





# Market trends at CMD 2022

## DEVELOPMENT IN CAR DISTRIBUTION

### There are and will be changes in the distribution of cars and the service market

#### Digitalisation

What difference will "digital everything" mean?

#### Relations

How to build stronger channel partnerships?

#### Product and technology

How will we need to adapt the way we do business?



- **How** to handle the changes?
- There are different routes to take.
- **Each and everyone** must find one's own way.



# Market trends at CMD 2022

## There are and will be changes in the distribution of cars and the service market

### Digitalisation

What difference will "digital everything" mean?

### Relations

How to build stronger channel partnerships?

### Product and technology

How will we need to adapt the way we do business?



- **How** to handle the changes?
- There are different routes to take.
- **Each and everyone** must find one's own way.

Online sales

Agency

Electrification

Overdemand

**Volvo Cars to go all electric by 2030 as it shifts sales online**

Swedish group to set prices centrally and cut out dealers in ordering vehicles

**Car bosses warn of supply chain threat to electric vehicle rollout**

Tesla and VW lower delivery expectations because of chip shortages and raw material costs

**Mercedes axes cheaper models in bid for luxury brand status**

Chief Ola Källenius targets profit margins closer to those of rivals Porsche and Ferrari

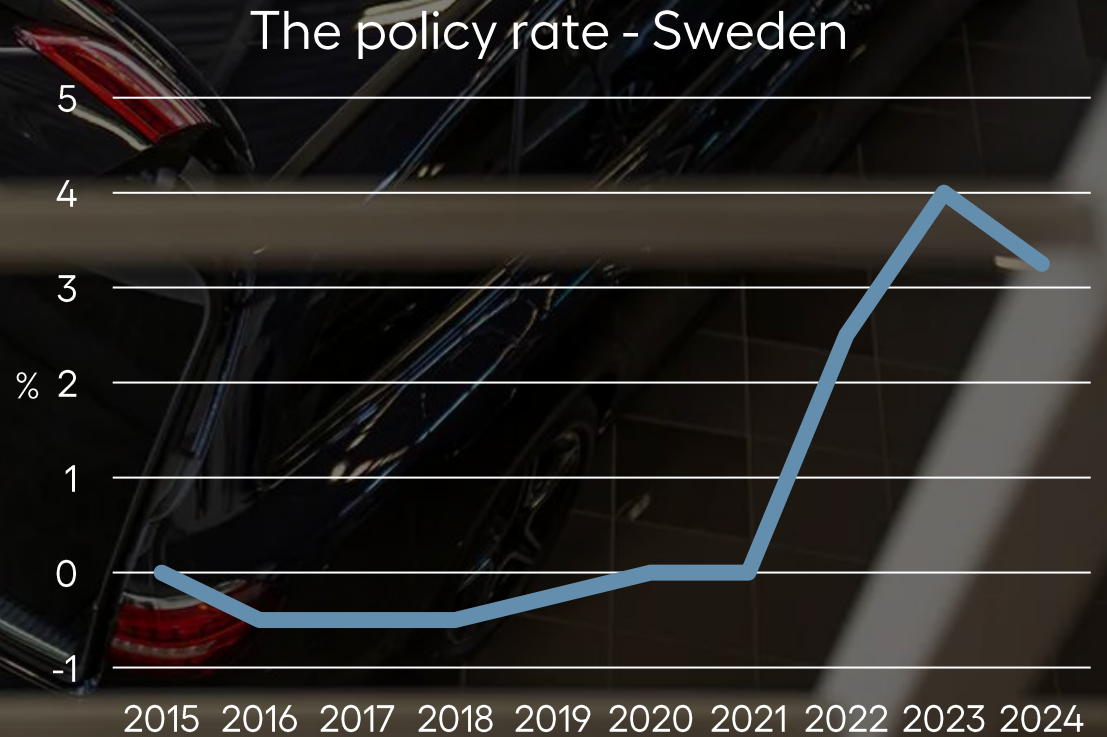
The questions are still relevant – but the context is slightly different



# Interest rates have risen in order to curb inflation

From zero percent interest rates to a situation where "money costs money"

- Softer markets – oversupply
- Changes to business cases



The chart shows the Riksbank's policy rate for the last 10 years



# Oversupply – rather than overdemand

- Supply chain disruptions are fixed
- Markets are soft
  - Sweden and Norway have been soft for the last years
  - Europe is now in a similar situation
- Oversupply – more intense competition between brands

Röda siffror för samtliga fordonsslag i augusti

**New car registrations: -18.3% in August 2024; BEV market share down by almost one third**



# BEV share of the market is not growing – for now

- Difficulties to break into the larger customer segments – for now – after the early adopters have bought
- OEMs are in a difficult situation with pressure to reduce their CO2 emissions and not enough BEV-demand

## Volvo drops 2030 all-electric target amid slow EV demand

Demand for electric cars is cooling in Europe after countries including Germany and Sweden ceased or reduced subsidies.

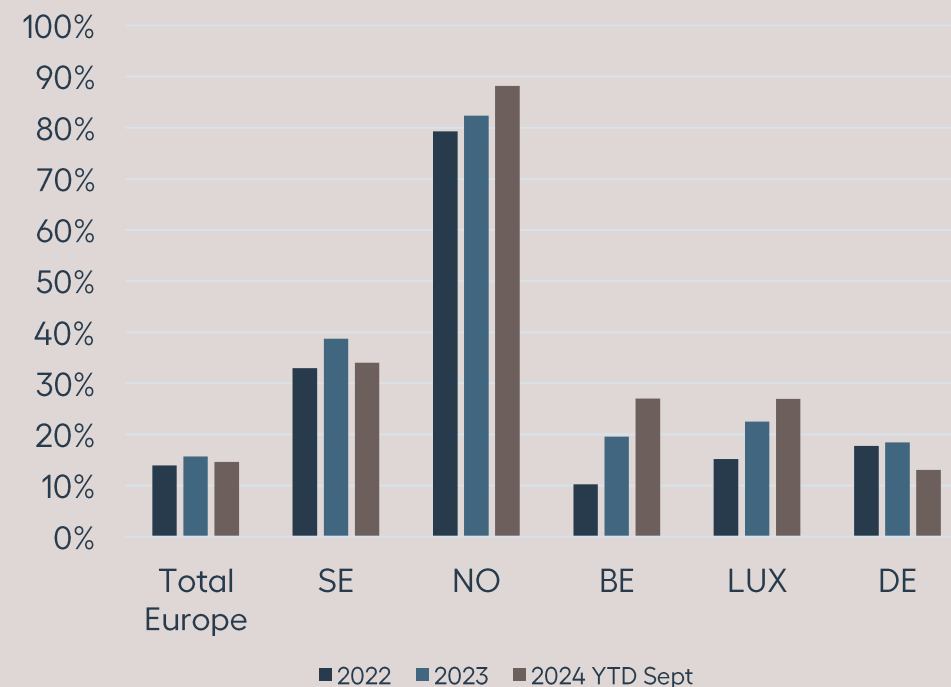
## Mercedes walks back EV sales target as demand wanes

Variable-cost parity between EVs and traditional cars "is many years away," Mercedes CEO Ola Källenius said. The luxury brand will continue to update its combustion-engine cars well into the 2030s.

## EU carmakers pressure Brussels to delay stricter emission rules

Drop in electric vehicle sales puts manufacturers at risk of 'multibillion-euro' fines and production cuts

Share BEV of total registrations



Source: ACEA. Share of registrations in European markets.  
Total = EU+EFTA+UK

## Chinese automakers committed to Europe despite EV tariff probe, industry group says

Chinese car exports fell in May amid an ongoing slide in domestic sales.

	FY 2022	FY 2023	R12 Sept 2024	YTD Sept 2024
<b>Registrations Europe</b>				
MG	113 803	231 322	246 107	179 133
BYD	5 315	15 588	35 745	29 604
Polestar	32 254	36 027	29 492	21 780
Lynk&Co	26 400	22 102	7 032	5 328
Lotus	460	2 615	3 272	2 378
Nio	1 765	2 403	2 041	1 287
Zeekr	13	193	1 464	1 361
Maxus	1 536	1 043	1 092	743
Geely	0	64	725	661
	181 546	311 357	326 970	242 275
Other Chinese brands	7 941	8 100	21 089	28 036
	189 487	319 457	348 059	270 311
DR	24 865	34 438	28 024	19 524
Total	214 352	353 895	376 083	289 835
<b>Share of total market</b>	<b>1,9%</b>	<b>2,8%</b>	<b>2,9%</b>	<b>3,0%</b>
Total market	11 327 807	12 864 213	12 965 166	9 803 497

Source: Automotive News Europe

# Chinese manufacturers want to grow in Europe

- Large investments over a long period of time in battery and EV production
- Very large oversupply within China
  - Deflationary pricing development – low profitability within China
  - Necessary to export to sustain the production level
- Still not really taking off in Europe, but competitive pressure will increase



An aerial photograph of a red car driving on a narrow bridge that spans a deep blue lake. The bridge is flanked by lush green and yellow autumn trees. The text "Local representation will still be important" is overlaid in white, bold, sans-serif font across the upper portion of the image.

**Local representation  
will still be important**







# Consumers want omni-channel

- Many OEMs have explored online sales inspired by Tesla
- It has not been a success so far
- Even Tesla is becoming more physical
- Polestar and others are now building networks of retail partners in markets



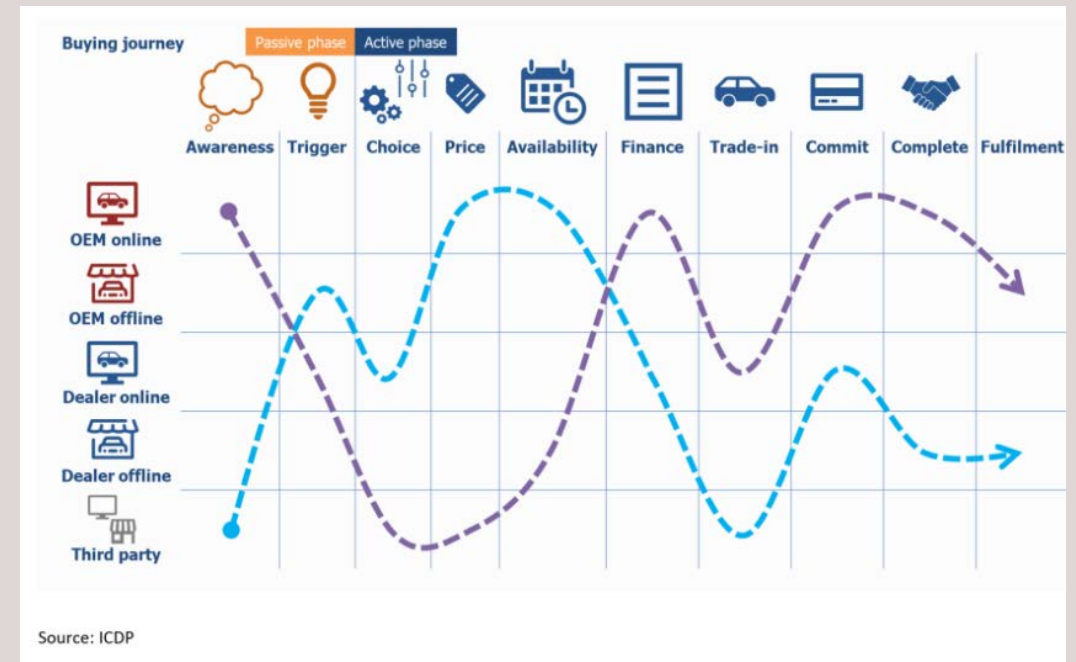
# Consumers want omni-channel

Consumers want to be able to use more than one channel in their buying process

## Ideal buying journey is

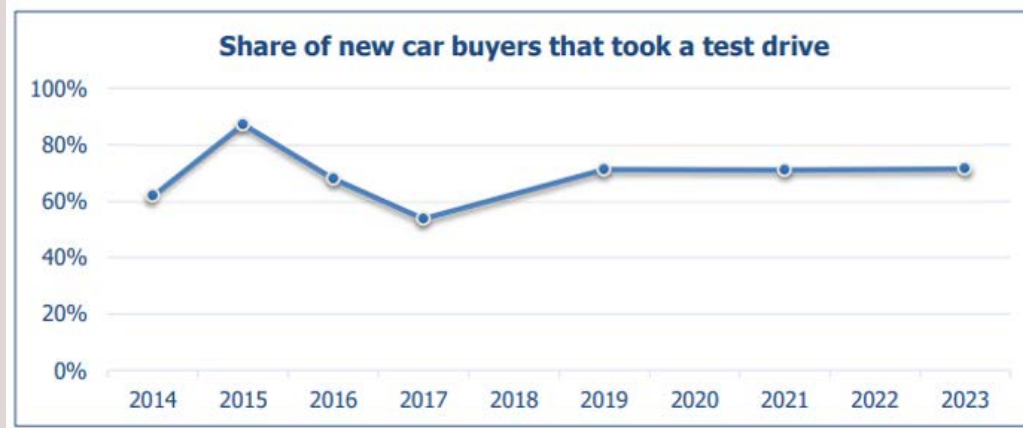
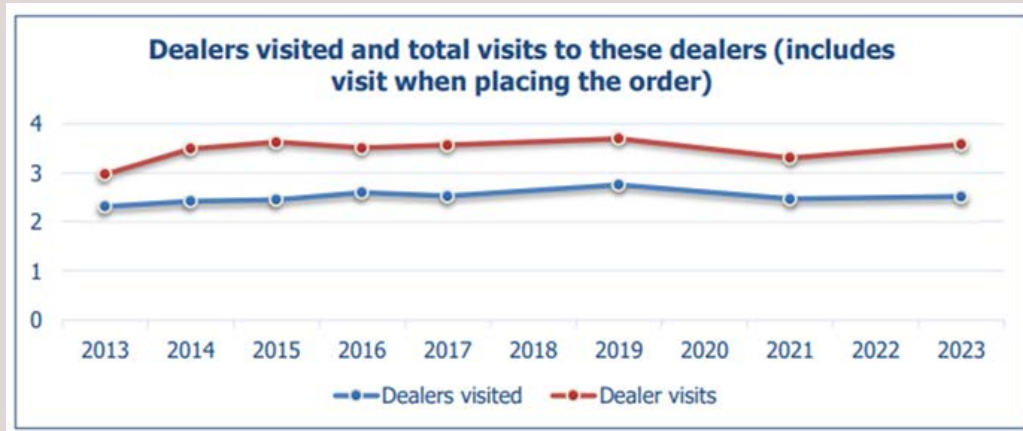
Entirely online	<4%
Entirely offline	14%
A mix of online and offline – omni-channel	>80%

Source: ICDP



# Local representation - important for the customer

- Number of dealers visited and dealer visits remain stable
- Test drives – also on a stable level
- With technological changes it will be even more important to meet competent people
- Apart from test drives – people is the most important factor for the consumers' decision to purchase
  1. *Contact with and competence of sales people*
  2. *Variety of displayed vehicles*
  3. *Inside appearance of facility*
  4. *Outside appearance of facility*



Source: ICDP



# Agency





# Many OEMs have aimed for agency

## Ambitions with agency

- A way to create seamless omni-channel
- Potential cost savings if implemented well
- Control the price to the customer

### Agency requirements

- The agent bears no brand-related commercial risk
- The business model must be viable
- The agency business cannot be mixed with franchise

### There is no such thing as 'non-genuine' agency

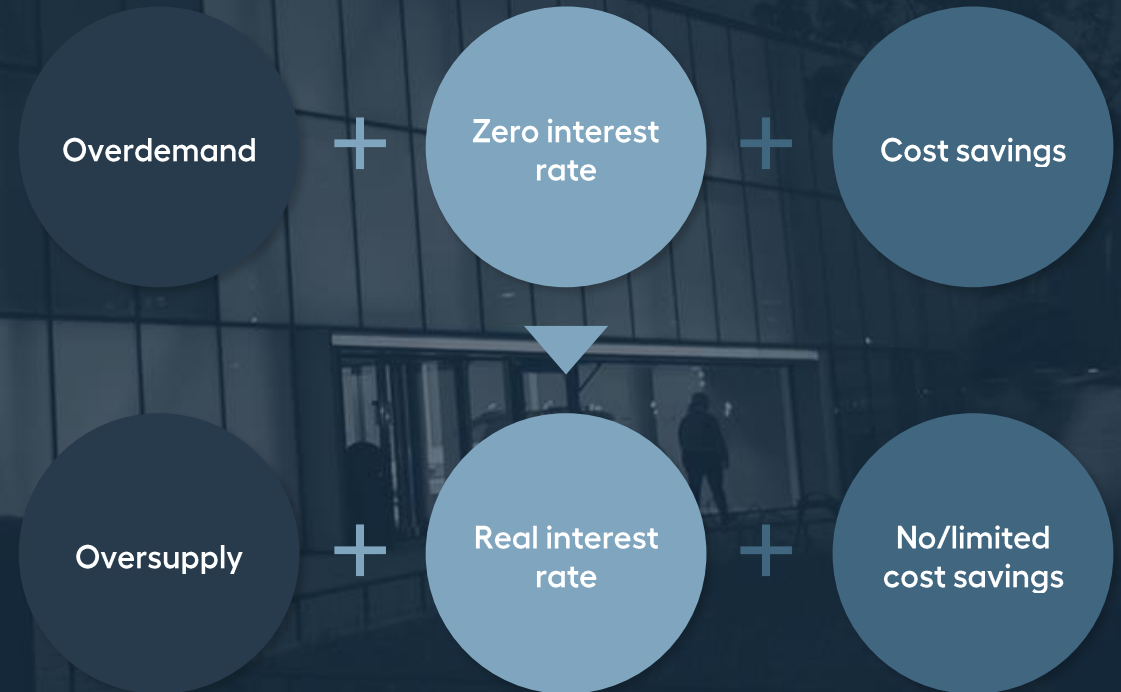
- Any agreement that does not comply with the requirements above is not agency
- If it's not agency, the manufacturer (principal) cannot set prices



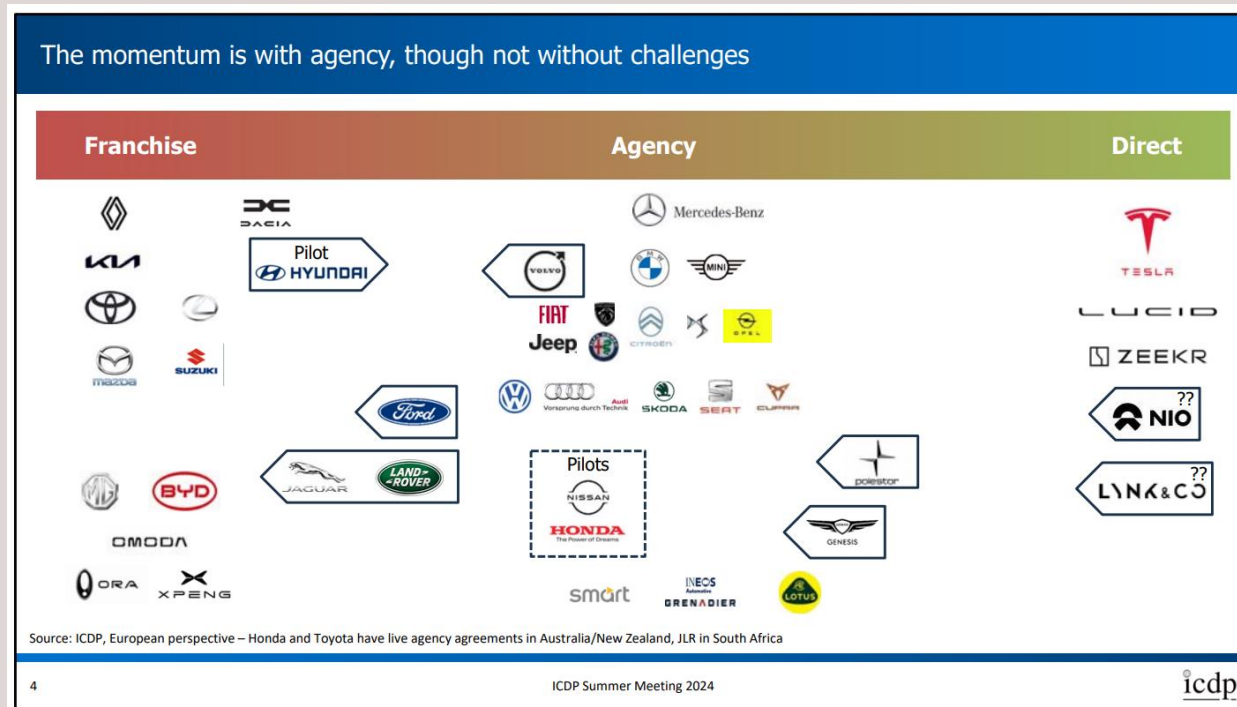
# Agency

## - implementations and plans

- Implementations are ongoing for different brands in different markets
- Implementations are complex and require major changes to
  - Culture
  - Capabilities
  - Systems
  - Relations
- Business cases have changed the last years



# Agency - implementations and plans



- Some brands have abandoned agency – at least for now
  - Ford
  - Jaguar Land Rover
  - Volvo etc.
- Others continue with implementations, but many have delays to their plans due to various problems



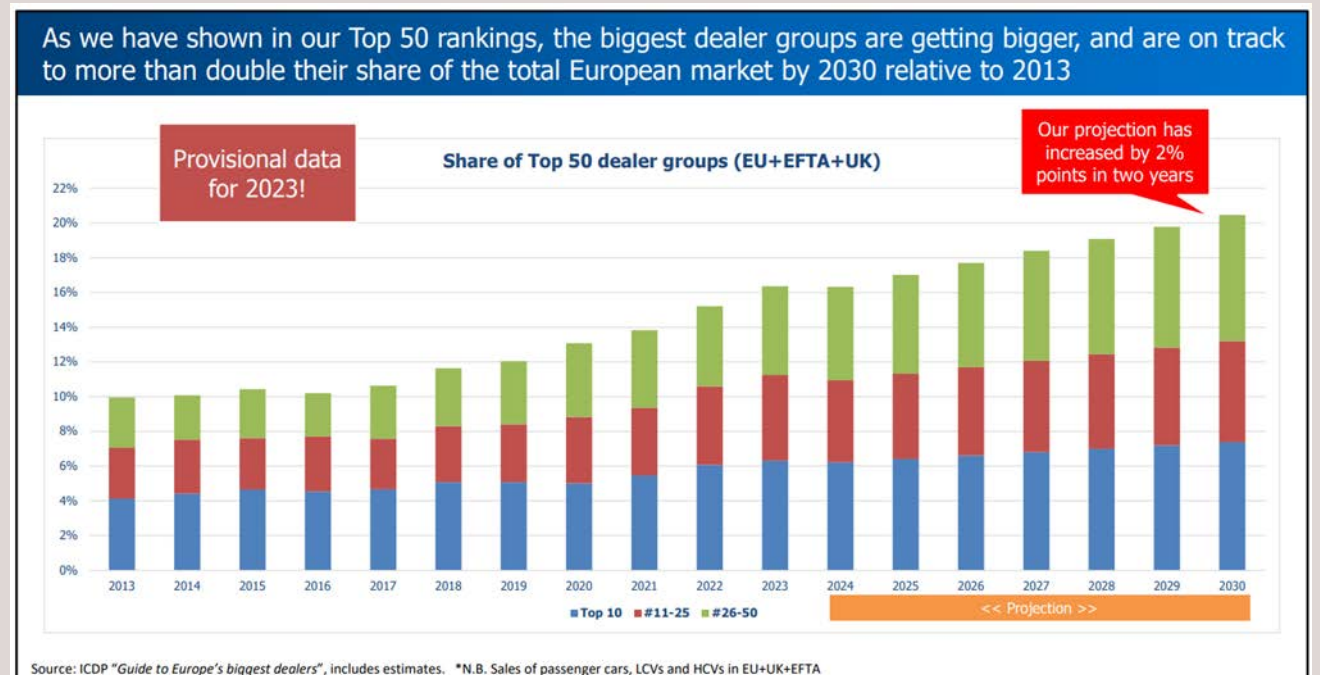
# Consolidation





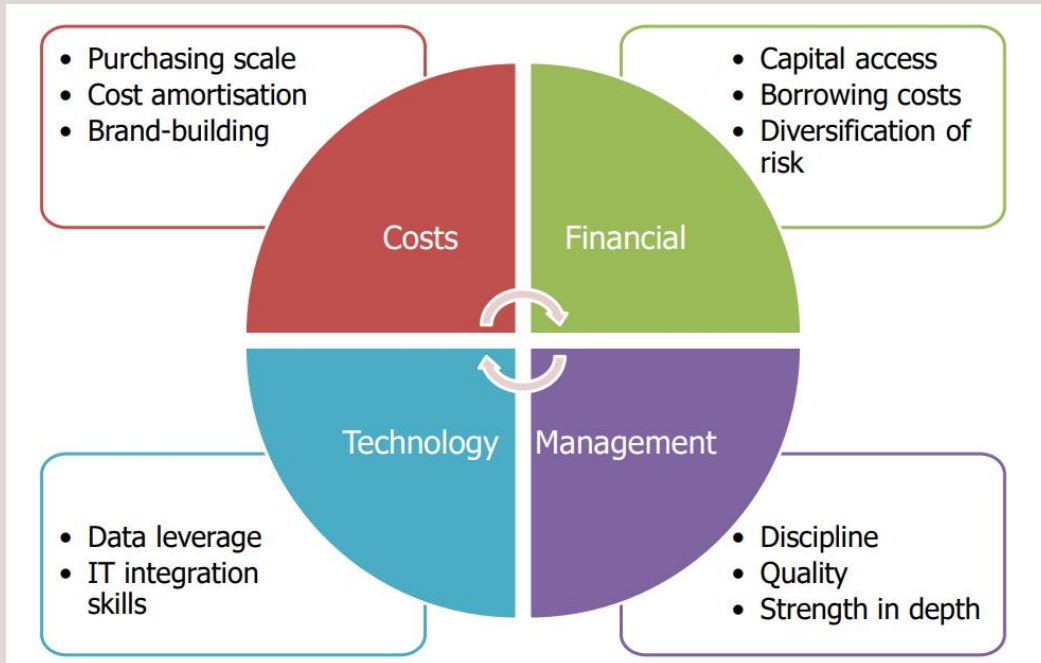
# The consolidation in car distribution continues

- Europe's top 50 dealer groups
  - Now 16% of all new car sales in Europe
  - Forecasted to be 20% in 2030 – an increase with 2% in two years





# The consolidation in car distribution continues



- Reasons for consolidation
  - The OEMs want fewer and larger partners
  - There are more scale economy in
    - Costs
    - Financial
    - Management
    - Technology



# Service market





# ICDP's view

## The service market development towards 2030

ICDP has developed a simulation model to forecast the development of the service market (repair and maintenance) towards 2030

### Many variables to consider

- New car market and the car parc
- Speed and effect of electrification
- Mileage driven
- Authorised networks' share of the market
- Price development
- ...

### Effects of electrification

- Less maintenance
- Less repairs, but higher value per repair
- More tyres and higher value
- Higher market share for authorised workshops

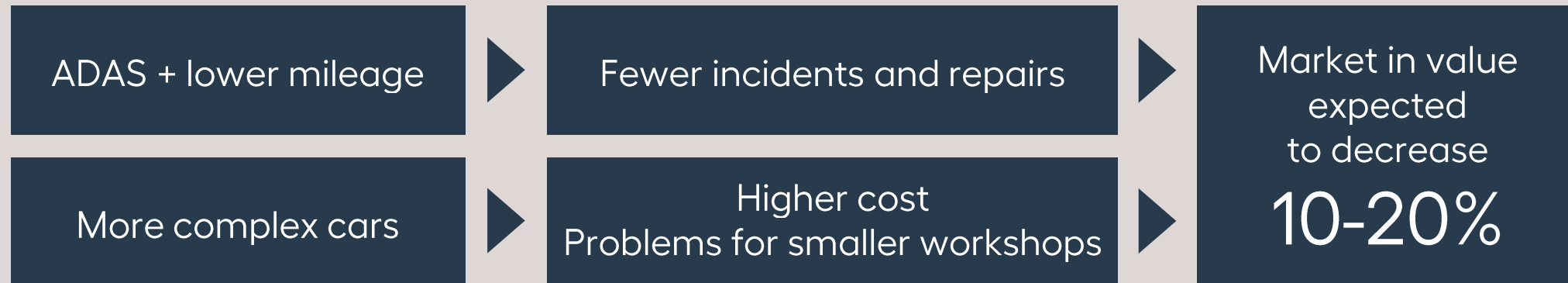
### Simulation results Germany

- Number of operations: **-7%** in 2030 vs. 2023 and another **-10%** towards 2040
- Value of the market: will decrease less (**-3%** to **-4%**), as average price will increase

# ICDP's view

## The damage repair market development towards 2030

ICDP simulated in 2017 the effects on the damage repair market towards 2030

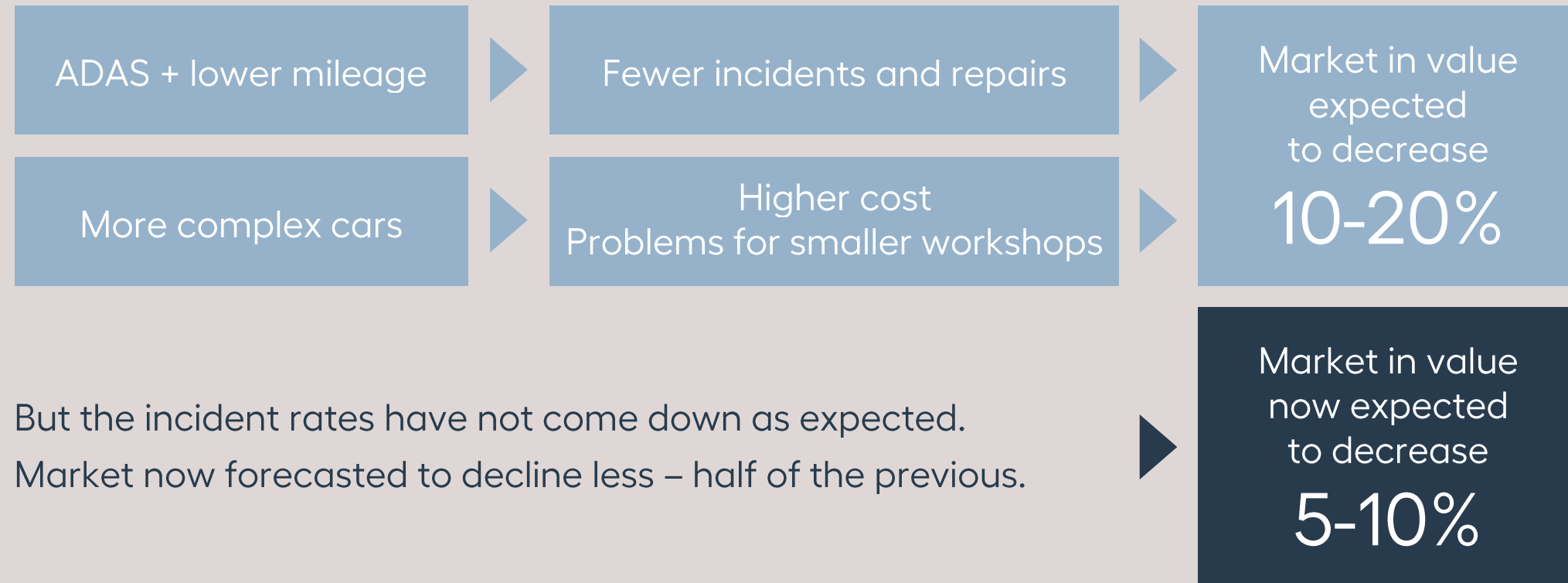




# ICDP's view

## The damage repair market development towards 2030

ICDP simulated in 2017 the effects on the damage repair market towards 2030



# The Service Business





# The elements of the Service Business

Service Workshop

Repair Workshop

Delivery Workshop

Body shop

Paint shop

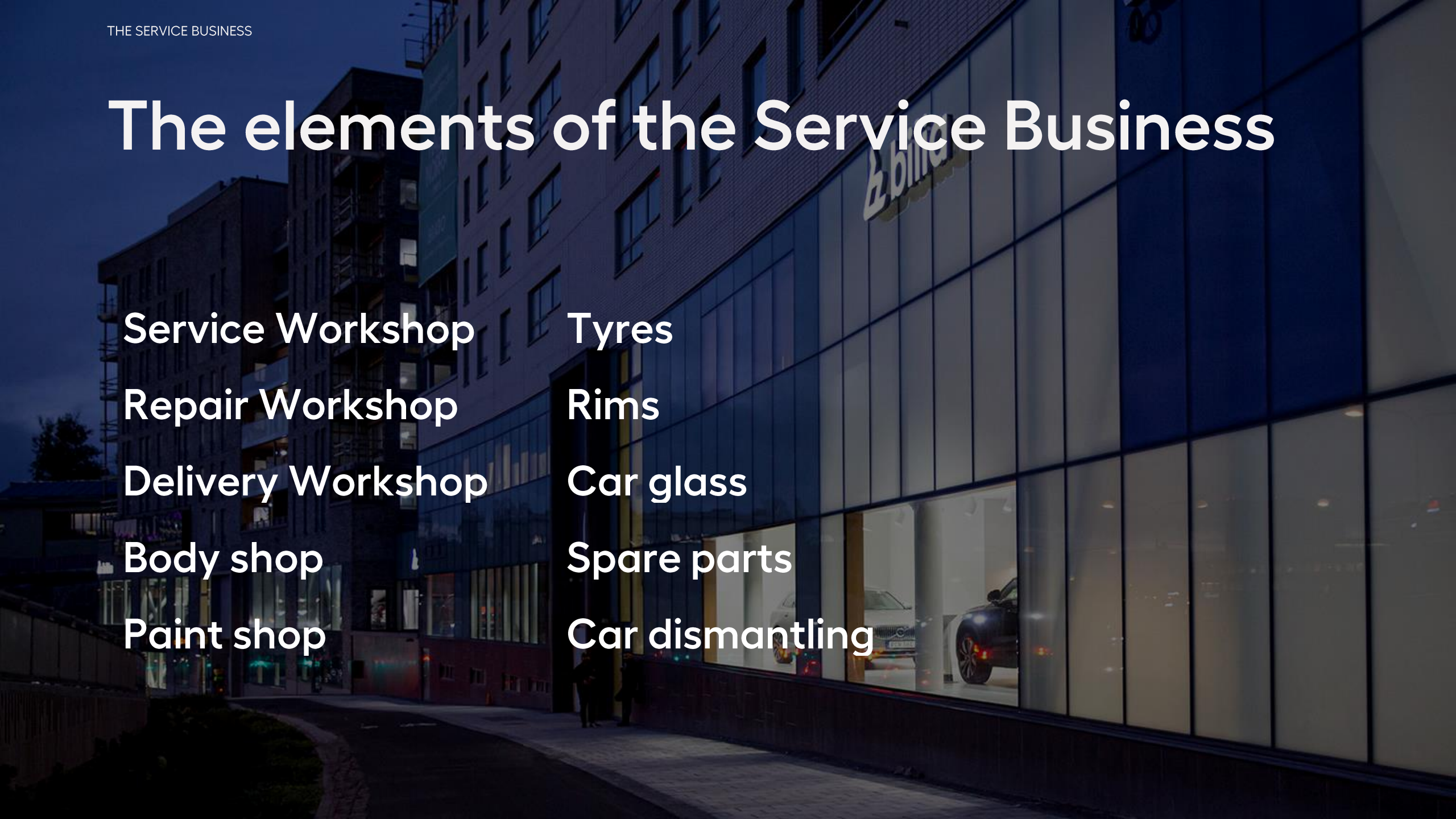
Tyres

Rims

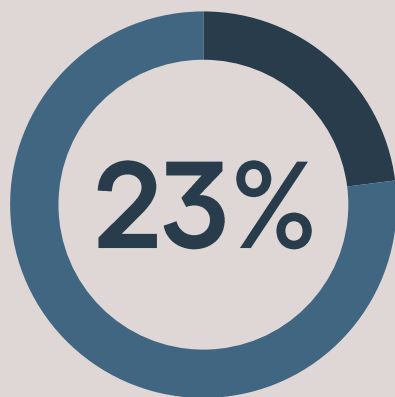
Car glass

Spare parts

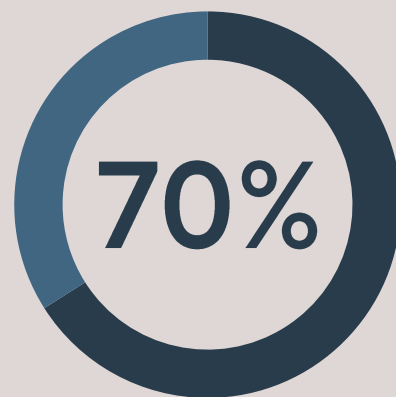
Car dismantling



# The Service Business Important for our profitability



Share of Bilia's  
Net turnover  
R12 Q3 2024



Share of Bilia's  
Operational earnings  
R12 Q3 2024





# Margin for the Service Business

January–September	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Turnover SEK M	2,919	2,858	3,137	3,755	4,303	4,663	5,024	4,976	5,555	5,801	6,380	6,981
Operational earnings SEK M	212	247	309	389	469	515	630	781	902	793	777	794
Operational margin (%)	7.3	8.6	9.8	10.3	10.9	11.0	12.5	15.7	16.2	13.7	12.2	11.4

# ...and other services

Other services include, for example

Brake oil

Tyres

Wheels

Wheel  
alignment

Glass

Wiper  
blades

~ 1,000,000 customers



# Example of new other services

New quick examination of cars arriving into the workshop

- Identifies need for wheel alignment
- Identifies car damages





# Our loyalty system starts with the Car Business...

- Our advantage: Sells approx 100,000 new and used cars per year
- Our challenge: Tie the customer closer to Bilia in the tough competition
- Subscriptions on service & tyre hotels: The customer visits Bilia facilities 3–4 times/year



Car purchase

+



Service subscription  
118,000 units

+



Tyre hotel  
374,000 Units

=



Loyal customer





# Important areas

## Service subscriptions

- 118,000 service subscriptions Q3 2024
- Average yearly growth : 13 %
- Focus on used cars – creates loyalty



# Acquisition





# Acquisition criteria

- Businesses we prefer and believe in.
- Car brands where we can be at least 10-15% of the brand in Sweden or Norway.
- Great development potential in:
  - Used cars
  - Service workshops
  - Body workshops – lack of paint workshops
- "Own businesses"





An aerial photograph of a winding asphalt road that curves through a dense, green forest. The road is bordered by a calm body of water on one side and more forest on the other. In the background, several small, forested islands are visible in the water. The lighting suggests a late afternoon or early morning scene, with soft shadows and a warm glow. The text 'Business Case Toyota' is overlaid in the center in a large, white, sans-serif font.

# Business Case Toyota





# Aquisition history Toyota in Sweden

2014

Malmö

2016

Bergslagen

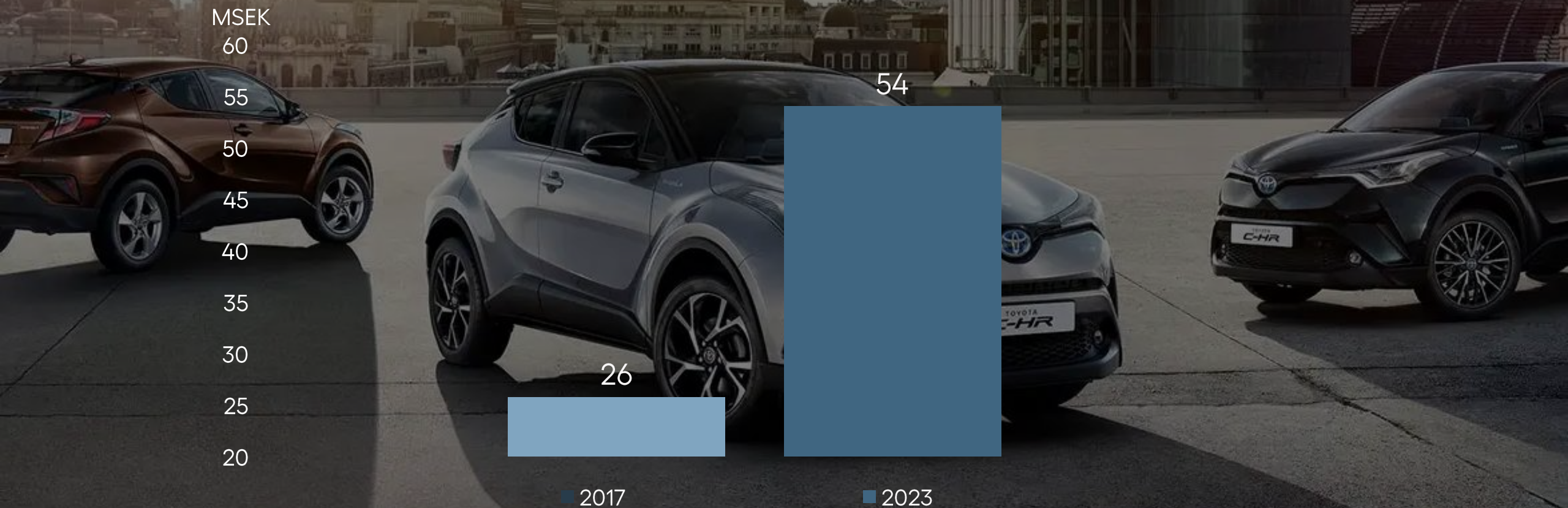
2017

Stockholm

Results at the time of acquisition of all companies, 35 MSEK



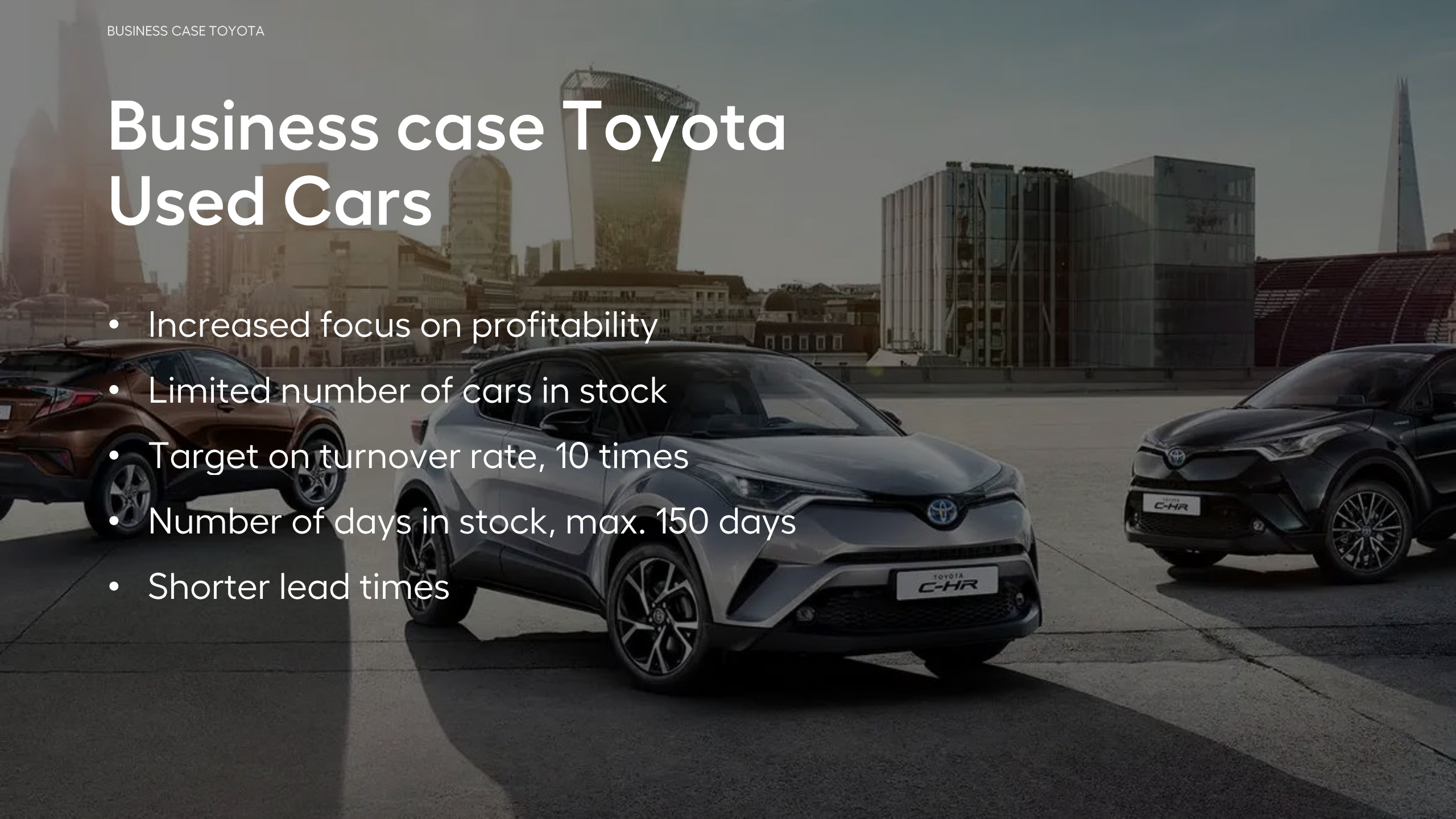
# Business case Toyota Used Cars





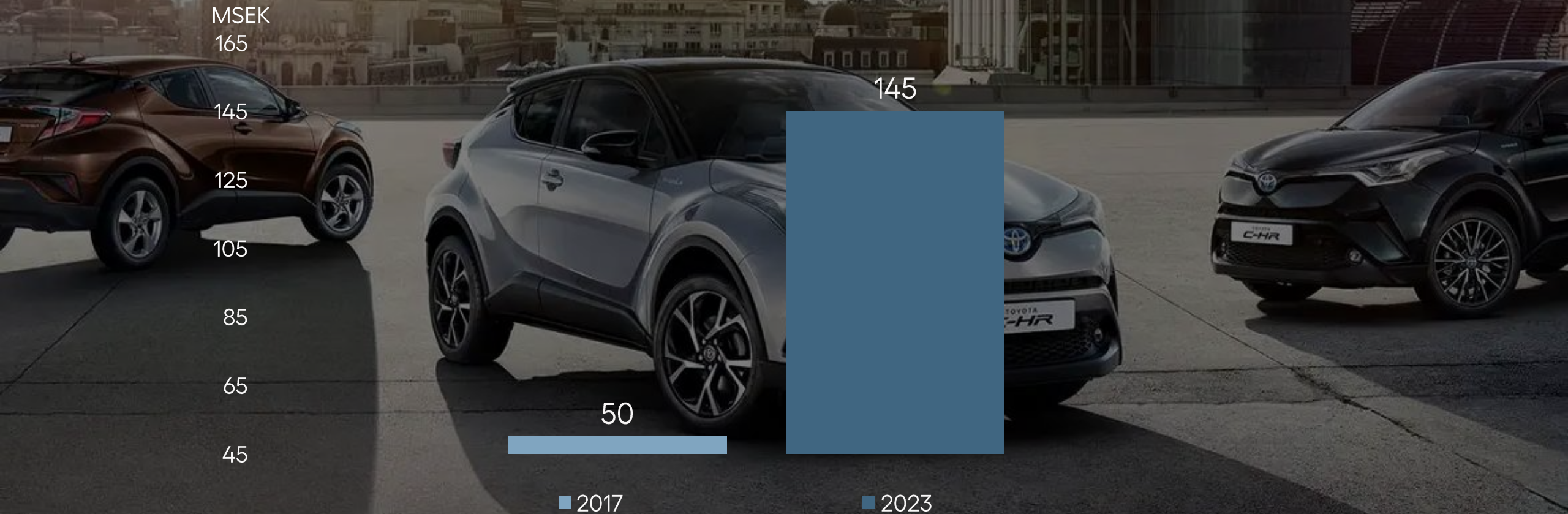
# Business case Toyota Used Cars

- Increased focus on profitability
- Limited number of cars in stock
- Target on turnover rate, 10 times
- Number of days in stock, max. 150 days
- Shorter lead times





# Business case Toyota Service business





# Business case Toyota Service business

- Increased focus on profitability
- Made the service process more efficient
- Implemented our Bilia process – RACE
- Pricing
- Invested in paint shops
- Increased number of technicians





# Business case Toyota

## Number of technicians

Service



Body shop





# Another example Bilia Porsche

Technicians in service and body shop





An aerial photograph of a winding asphalt road that curves through a dense, green forest. The road is bordered by a calm body of water on one side and more forest on the other. In the background, several small, forested islands are visible in the water. The lighting suggests a soft, golden hour glow.

# Business Excellence

Bilia's way of working





# Business Excellence Mission

Business Excellence develops Bilia's working methods for higher profitability and more satisfied customers by:

- Flow Efficiency
- Implement and follow up Bilia's processes, RACE
- Coaching
- Efficiency through Process Development
- Best Practice –across company and Car Brands boundaries
- One stop shop – additional sales
- Education

# Business Excellence Bilia's way of working





# Potential in the Service workshops, Sweden







# Mobilia Care Bilia's new business area





# An independent business

- Mobilia Care offers services that enable customers to service and maintain instead of buying new.
- Mobilia Care is for everyone, regardless of car brand.
- Great potential in the business area.  
We attract new customer segments that we haven't targeted before.
- Most markets are fragmented and non-fully consolidated.



# Mobilia Care - examples

- Bilia Reuse – Car dismantling
- Bilia Outlet – Used cars
- Body & Paint workshops
- Car glass
- Tyres & Rims



An aerial photograph of a scenic landscape featuring a winding asphalt road that curves through a dense, green forest. The road is bordered by a calm body of water on one side and more forest on the other. The lighting suggests a late afternoon or early morning setting, with soft shadows and a warm glow. The text 'Mobilia Care Car Dismantling' is prominently displayed in the center of the image in a large, white, sans-serif font.

# Mobilia Care Car Dismantling





# Car Dismantling

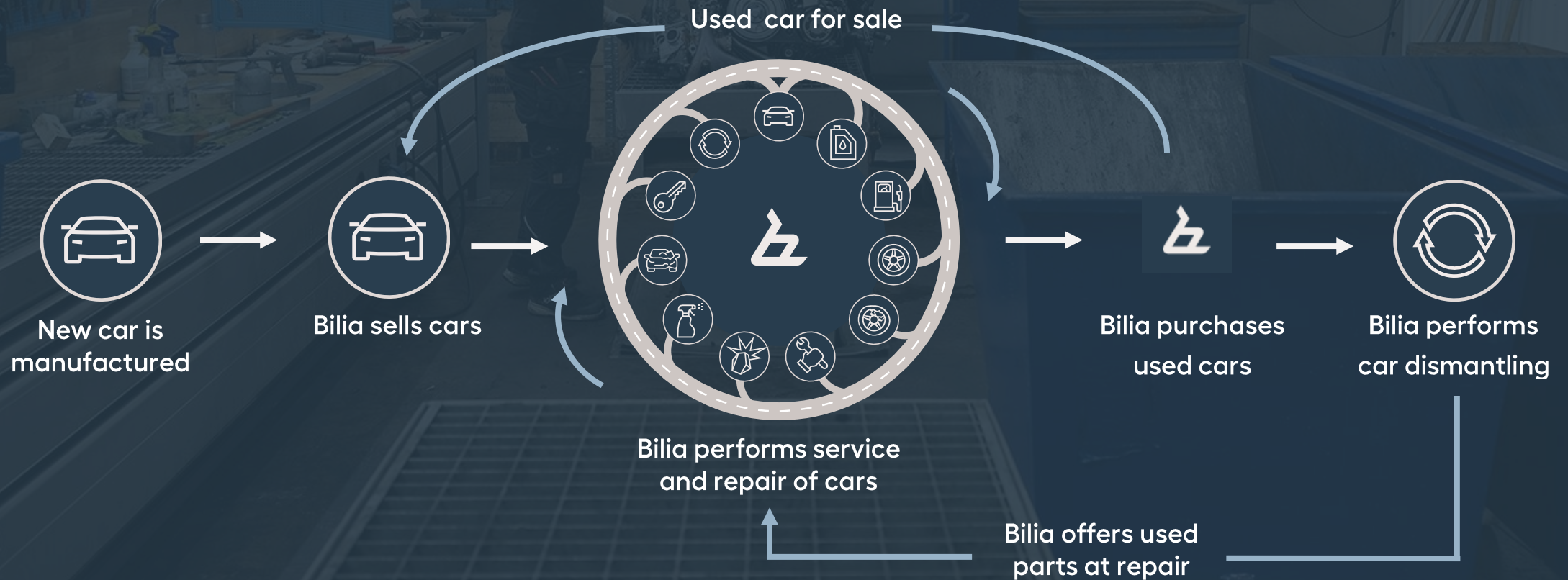
- Sustainability
- Used parts
- Demand from insurance companies
- Good business, for the customer, Bilja, insurance companies and the environment
- Unrealized potential in service workshop - New IT tool 2025

A hand in a dark sleeve points at a wrench on a tool rack. The rack is filled with various tools, each labeled with a number. The background is a light blue wall.

Market  
SEK 3bn



# Circular business strategy From car to reused parts





# Bilia Reuse

5 vehicle dismantling locations

## SWEDEN

Västerås

Stockholm

Jönköping

## NORWAY

Trondheim

Oslo





# Mobilia Care Bilia Outlet





# Bilia Outlet

- Natural part of our business
- New customer segment in the Service business: the third owner
- Additional sales in One Stop Shop
  - Financing
  - Insurance
  - Service subscription
  - Tyre hotel

**Our position today** 14,000 cars

**Target** 25,000 cars

A photograph of a male mechanic with a headset and tattoos working on a car's wheel in a garage. A dark blue circle is overlaid on the image, containing text.

**1.7 million**  
used cars changes  
owner in Sweden  
& Norway per year



# Bilia Outlet

- 2 sales channels
  - Auction
  - Dealerships
- Valuation of all trade-in and purchases for Bilia
- Purchasing and KAM organization

NORWAY

**7**  
facilities

SWEDEN

**10**  
facilities



An aerial photograph of a serene landscape featuring a large body of water, likely a lake or a wide river, surrounded by dense, lush green forests. A paved road curves through the forested area, bordering the water. The scene is captured from a high angle, showing the intricate patterns of the forest and the calm surface of the water. The lighting suggests a soft, golden hour glow, enhancing the natural beauty of the environment. The text 'Mobilia Care Body & Paint workshops' is overlaid in a clean, white, sans-serif font, centered in the upper half of the image. A dark, semi-transparent diagonal band runs from the top right towards the bottom right, containing a small white logo in the bottom right corner.

# Mobilia Care Body & Paint workshops





# Body & Paint workshops

- The market is growing with higher technology.
- The trend is a growing share of used parts and repair of damages instead of replacement of parts, driven by sustainability.
- Bilia Reuse, where we in the Group have access to used and refurbished parts gives us an advantage to our competition.
- Working to develop our business in close dialogue with the insurance companies.
- Lower competition.

Market  
**SEK 25bn**



# Body & Paint workshops

## Our position

- 40 (30) Body & Paint workshops
- ~630 (450) employees
- Deep specialist expertise within our car brands

## Target

- To further expand our network, we are investigating how we can use our competence and geography for more car brands



# Expansion of the network, example

Jägersro

VOLVO

X P E N G



LYNK&CO

Vinsta

VOLVO

X P E N G



LYNK&CO

Länna



Mercedes-Benz



Almedal

VOLVO

X P E N G



LYNK&CO

# Body & Paint workshops

## Our position

- 40 (30) Body & Paint workshops
- ~630 (450) employees
- Deep specialist expertise within our car brands

## Target

- To further expand our network, we are investigating how we can use our competence and geography for more car brands
- Standardize and digitalize the business



# Development digital services

Fleetback

326,000  
(service)

2024

Digitilized damage  
inspection

20%

2024



# Damage frequency, 0-3 years





# Development of the average damage cost



# Development of the vehicle stock in Sweden





An aerial photograph of a winding asphalt road that curves through a dense, green forest. The road is bordered by a calm body of water on one side and a thick forest of tall evergreen trees on the other. The scene is captured from a high angle, showing the road's path as it navigates the landscape. The lighting suggests a soft, golden hour glow, casting gentle shadows across the trees and water.

# Mobilia Care Car glass





# Car glass

## Fits in our one-stop-shop strategy

- Potential within current structure
- Profitable business

## Our position today

- We replace 25,000 windshields
- We repair 11,000 chips

A woman with glasses and a black shirt is working on a car glass repair in a workshop. She is wearing gloves and is focused on her task. The background shows a workshop environment with a yellow sign that says 'VERKSTAD'.

Market  
SEK 4bn



# Car glass Concept

## BYT VINDRUTA OCH FÅ NYA TORKARBLAD

Vi på MobiliaCare är proffs på bilglas för alla bilmärken. Just nu bjuder vi på nya torkarblad om du byter ruta innan 30 juni.

Boka redan idag på [mobiliacare.se](https://mobiliacare.se)

**MOBILIA  
CARE**

FÖR ALLA BILMÄRKEN

Du hittar oss på  
Mått Johanssons  
väg 54  
i Eskilstuna



MOBILIA CARE

**VI FIXAR  
DITT  
STENSKOTT**



# Car glass Locations

- 
- A map of Scandinavia, specifically Norway and Sweden, is shown in the background. The map is dark with white text for place names and geographical features. The word 'NORWAY' is written diagonally across the center, and 'SWEDEN' is written diagonally across the bottom right. Various cities and regions are labeled, including Trondheim, Ålesund, Jostedal, Oslo, and Stockholm. The map also shows the Skagerrak and the Baltic Sea.
- Segeltorp – started
  - Västerås – started
  - Kungälv – started
  - Eskilstuna – started
  - Lund – started
  - Malmö – Dec
  - Haninge – Dec/Jan
  - Kista – Dec/Jan
  - Borås – Jan/Feb
  - Trollhättan – Feb/Mar
  - Mölndal – Feb/Mar



An aerial photograph of a winding asphalt road that curves through a dense, green forest. The road is bordered by a calm body of water on one side and more forest on the other. In the background, several small, forested islands are visible in the water. The lighting suggests a late afternoon or early morning scene, with soft shadows and a warm glow. The text 'Mobilia Care Tyres and Rims' is overlaid in white, bold, sans-serif font in the upper-middle part of the image.

# Mobilia Care Tyres and Rims





# Tyres and rims

- Service market – high customer demand
  - Tyre hotel
  - Rim repair - undeveloped market
  - Used wheels
  - Sustainability
- EVs – higher tyre wear



Market  
**SEK 15bn**





# Important areas Tyre Business

- 374,000 wheels in storage Q3 2024
- Average yearly growth: 9%



# EBD

- EBD is Bilia's logistics solution for centralised tyre hotels.
- Wheel changes are done at the workshops.
- We offer this service to the workshop industry.
- When the wheels arrive at the hotel, each tyre and rim is scanned and washed, sales opportunities related to repair and replacement are identified, automated and digitalized.
- 80% of our customers books online.



**EBD**

En bättre Däckaffär



# Reference customers

*Europeiska Motor*  
TOYOTA CENTER

**KGK**

*Autoexper*ten



Polestar



Mercedes-Benz

**LYNK & CO**



**EBD**

En bättre Däckaffär



# Tyre hotel Gothenburg

80,000  
tyres



MOBILIA CARE TYRES & RIMS

# Tyre hotel Stockholm

120,000  
tyres



# Tyre hotel Stockholm

120,000  
tyres



# Rim repair

- Rim repair is an area where the Nordic market is less developed compared to other markets.
- With larger and more expensive rims, repairing is a better deal for the customers.
- Sustainability gain in repairing rather than replacing.
- We see great interest from
  - Insurance companies
  - Financing companies
  - Customers at our tyre hotels



# Electrification

A close-up photograph of a hand in a light-colored, textured glove plugging a black charging cable into a dark, rectangular port on a vehicle. The background is dark and out of focus, showing parts of the car's body. A diagonal grey line runs from the top right towards the bottom right.







# The electrification will take longer time...





# The electrification will take longer time...



Mercedes-Benz  
Media Newsroom USA

[News & Multimedia](#) [Vehicles](#) [Lifestyle & Events](#) [Corporate](#) [Motorsports](#) [Archive](#)

[0 Saved Items](#)

## Mercedes-Benz prepares to go all-electric

RELEASE

PHOTOS

[SHARE](#) [SAVE](#) [DOWNLOAD](#)



Jul 22, 2021 – Stuttgart, Germany

- All newly launched architectures will be electric-only from 2025 onwards.
- In 2025 Mercedes-Benz will launch three electric-only architectures.
- Mercedes-Benz will be ready to go all electric at the end of the decade, where market conditions allow.



# The electrification will take longer time...



Mercedes-Benz  
Media Newsroom USA

News & Multimedia Vehicles Lifestyle & Events Corporate Motorsports Archive

0 Saved Items

## Mercedes-Benz prepares to go all-electric

RELEASE

PHOTOS

SHARE SAVE DOWNLOAD



Jul 22, 2021 – Stuttgart, Germany

- All newly launched architectures will be electric-only from 2025 onwards.
- In 2025 Mercedes-Benz will launch three electric-only architectures.
- Mercedes-Benz will be ready to go all electric at the end of the decade, where market conditions allow.

Volvo Cars  
Global Newsroom

VOLVO

Cars Media Contacts Press Material About Volvo

### Press Releases

## Volvo Cars to be fully electric by 2030



Mar 02, 2021 | ID: 277409

Aa- | Aa+



Volvo Cars is committed to becoming a leader in the fast-growing premium electric car market and plans to become a fully electric car company by 2030.

By then, the company intends to only sell fully electric cars and phase out any car in its global portfolio with an internal combustion engine, including hybrids.



# The electrification will take longer time...



Mercedes-Benz  
Media Newsroom USA

News & Multimedia Vehicles Lifestyle & Events Corporate Motorsports Archive

0 Saved Items

## Mercedes-Benz prepares to go all-electric

RELEASE

PHOTOS

SHARE SAVE DOWNLOAD



Jul 22, 2021 – Stuttgart, Germany

- All newly launched architectures will be electric-only from 2025 onwards.
- In 2025 Mercedes-Benz will launch three electric-only architectures.
- Mercedes-Benz will be ready to go all electric at the end of the decade, where market conditions allow.

Volvo Cars  
Global Newsroom

VOLVO

Cars Media Contacts Press Material About Volvo

### Press Releases

## Volvo Cars to be fully electric by 2030



Mar 02, 2021 | ID: 277409

Aa- | Aa+



Volvo Cars is committed to becoming a leader in the fast-growing premium electric car market and plans to become a fully electric car company by 2030.

By then, the company intends to only sell fully electric cars and phase out any car in its global portfolio with an internal combustion engine, including hybrids.

## Audi will only launch new all-electric models from 2026

By Gareth Roberts | 23 June 2021

Audi has announced that it will phase out production of its last internal combustion engines (ICE) by 2033, with all new cars being all electric from 2026.



# The electrification will take longer time...

TESLARATI

NEWS ▾ TESLA ▾ SPACEX ELON MUSK ▾ MARKETPLACE

## EV sales down by nearly 44% in Europe



By [Maria Merano](#) 

Posted on September 19, 2024

Electric vehicles sales were down by 43.9% in Europe's in August 2024.

The European Union's overall new car sales fell 18.3% last month. For major car markets in Europe, like Germany, France, and Italy, the EV sales saw double-digit losses. According to the European Automobile Manufacturers' Association (ACEA), Germany reported a 68.8% drop in EV sales while France recorded a 33.1% decline.



# The electrification will take longer time...

TESLARATI

NEWS ▾ TESLA ▾ SPACEX ▾ ELON MUSK ▾ MARKETPLACE

## EV sales down by nearly 44% in Europe

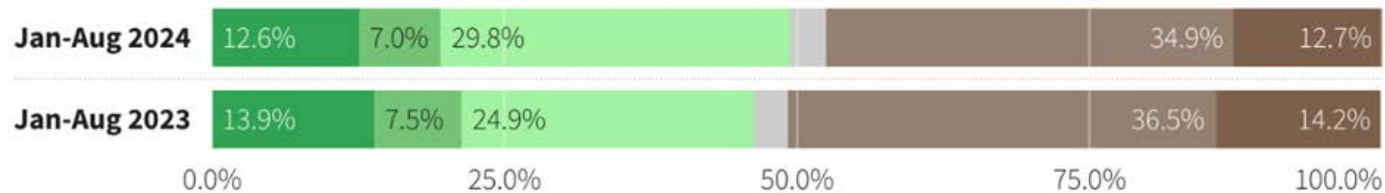
By [Maria Merano](#)

Posted on September 19, 2024

Electric vehicles sales were down by 43.9% in Europe's in August 2024.

The European Union's overall new car sales fell 18.3% last month. For major car markets in Europe, like Germany, France, and Italy, the EV sales saw double-digit losses. According to the European Automobile Manufacturers' Association (ACEA), Germany reported a 68.8% drop in EV sales while France recorded a 33.1% decline.

● Battery electric ● Plug-in Hybrid ● Hybrid electric ● Others ● Petrol ● Diesel





# The electrification will take longer time...

TESLARATI

NEWS ▾ TESLA ▾ SPACEX ▾ ELON MUSK ▾ MARKETPLACE

## EV sales down by nearly 44% in Europe

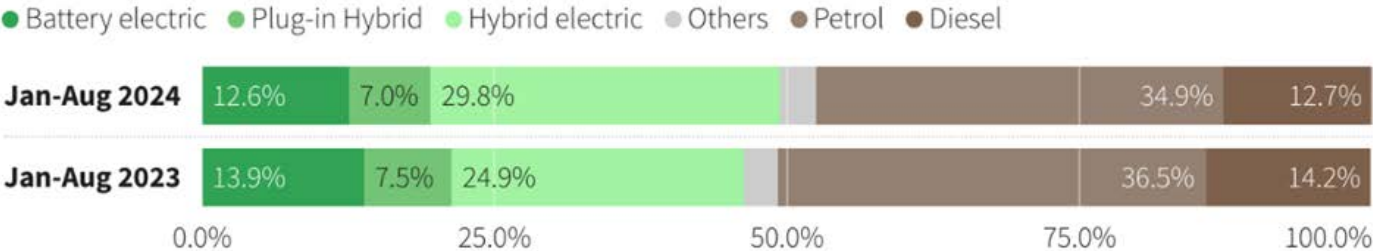


By Maria Merano

Posted on September 19, 2024

Electric vehicles sales were down by 43.9% in Europe's in August 2024.

The European Union's overall new car sales fell 18.3% last month. For major car markets in Europe, like Germany, France, and Italy, the EV sales saw double-digit losses. According to the European Automobile Manufacturers' Association (ACEA), Germany reported a 68.8% drop in EV sales while France recorded a 33.1% decline.



acea

DRIVING MOBILITY FOR EUROPE

NEWS ▾ FACTS & FIGURES ▾ PUBLICAT

Stay up-to-date

Home | Press releases | New car registrations: -6.1% in September 2024; year-to-date batter

## New car registrations: -6.1% in September 2024; year-to-date battery-electric market sales -5.8%

Among other European countries, only Norway and the Netherlands achieved year-on-year BEV sales growth in Q3, with increases of 19% and 11% respectively. Norway's BEV market share now stands at a staggering 95%. Following Norway, Sweden and the Netherlands have notable BEV market shares of 38% and 35% respectively.



# The electrification will take longer time...

MOTORS / CARS

FEBRUARY 23, 2024

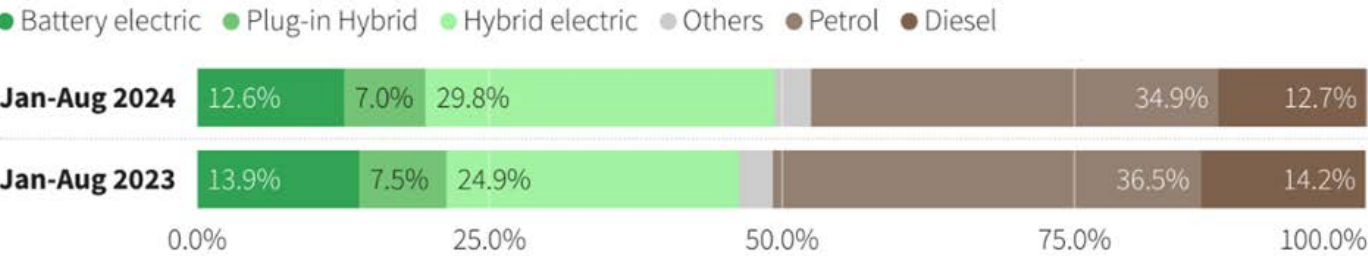
## Mercedes Won't Go All-Electric by 2030 as It Once Promised

The company hopes that electrified vehicles will make up half of its sales by the end of the decade.

Home > News > News

## Volvo Backs Off EV-Only Promise, Will Likely Push Hybrids Instead

Volvo previously pledged not to "sell a single car" that isn't fully electric after 2030, but that trajectory may have changed.



DRIVING MOBILITY FOR EUROPE

NEWS ▾ FACTS & FIGURES ▾ PUBLICAT

Stay up-to-date

Home | Press releases | New car registrations: -6.1% in September 2024; year-to-date batter

## New car registrations: -6.1% in September 2024; year-to-date battery-electric market sales -5.8%

Among other European countries, only Norway and the Netherlands achieved year-on-year BEV sales growth in Q3, with increases of 19% and 11% respectively. Norway's BEV market share now stands at a staggering 95%. Following Norway, Sweden and the Netherlands have notable BEV market shares of 38% and 35% respectively.



# The electrification will take longer time...

MOTORS / CARS

FEBRUARY 23, 2024

## Mercedes Won't Go All-Electric by 2030 as It Once Promised

The company hopes that electrified vehicles will make up half of its sales by the end of the decade.

### Mercedes vd om nya satsningen på motorer

Nyheter 30 juli 2024, 07:07 av William Karlsson

Mercedes svenska vd Ola Källenius vill i år investera 163 miljarder kronor i "elektrifierade högteknologiska förbränningsmotorer".  
– Mercedes kommer satsa mer pengar på förbränningsmotorer än tidigare planerat, säger Ola Källenius, enligt Wirtschafts Woche.

Den senaste tiden har varit hektisk för många elbilstillverkare då EU-parlamentet inte varit lika tydliga vad som kommer gälla 2035 då nya förbränningsmotorer kommer att förbjudas. Ursula von der Leyen lovade innan hon blev omvald att unionen skulle se över reglerna för att göra det mer öppet för teknologiska lösningar. Mercedes är en av många biltillverkare som nu gjort om sin strategi till viss del.  
– Ett fartyg kan inte kontrollera vägrörelserna, men kaptenen kan navigera och göra kurskorrigeringar samtidigt som han är på väg mot samma destination, säger Ola Källenius, till Wirtschafts Woche.

Home > News > News

### Volvo Backs Off EV-Only Promise, Will Likely Push Hybrids Instead

Volvo previously pledged not to "sell a single car" that isn't fully electric after 2030, but that trajectory may have changed.

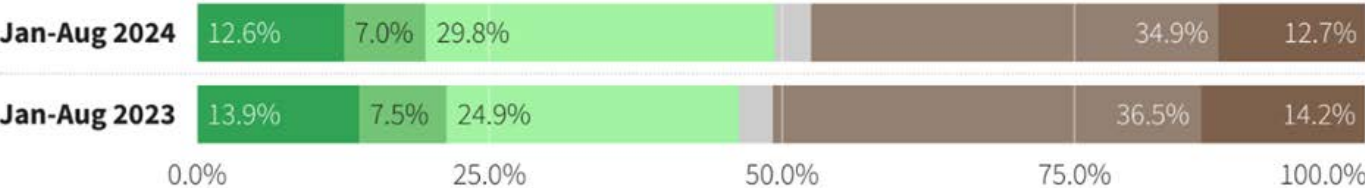
### VW:s U-sväng: Satsar 680 miljarder på motorbilar

Nyheter 7 juni 2024, 12:08 av Elis Kalmér

Volkswagen gör en U-sväng och ska investera stort i bilar med förbränningsmotorer. Nu satsar man 680 miljarder kronor på bensin- och dieselbilar för att hålla kvar sin konkurrenskraft på marknaden.  
– Framtiden är elektrisk, men det som varit är inte över, säger företagets finanschef Arno Antlitz.

Volkswagen Group har gjort stora satsningar på elbilar, men nu gör man en omsvängning och deklarerar att förbränningseran inte över. Åtminstone inte om vi ska tro företagets CFO Arno Antlitz, som bekräftade att företaget kommer fortsätta att investera enorma belopp i bensin- och dieselbilar. Företaget ska komma de närmaste åren att allokera 180 miljarder euro i investeringar. Tidigare skulle i princip allt satsas på elbilar, men nu deklarerar Volkswagen att en tredjedel, 60 miljarder euro eller 780 miljarder kronor ska satsas på bilar med förbränningsmotorer.

Battery electric Plug-in Hybrid Hybrid electric Others Petrol Diesel



### Audi river upp löfte om endast elbilar

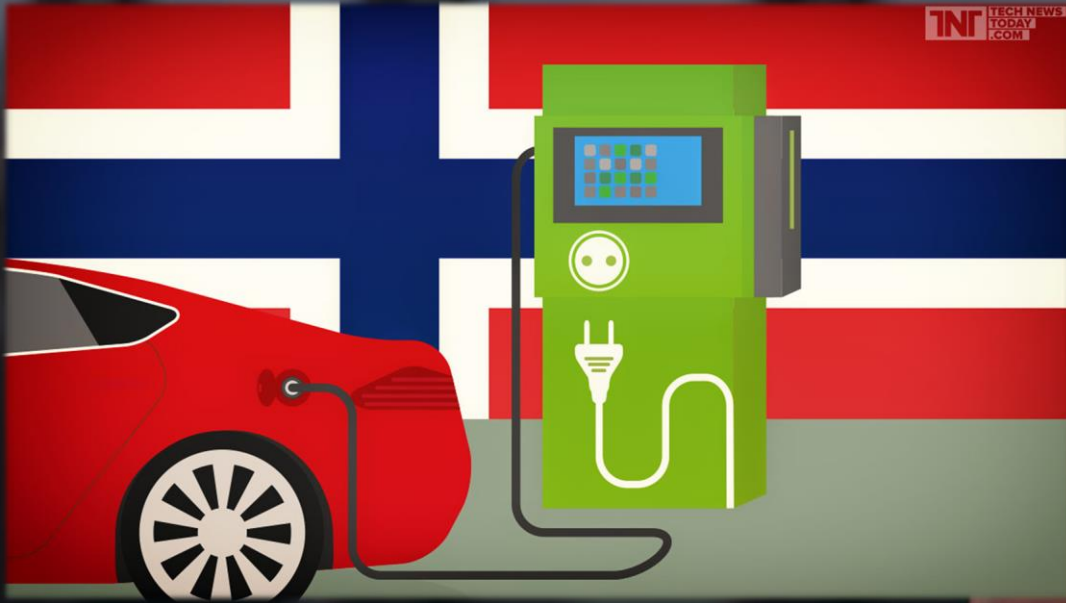
Nyheter 3 augusti 2024, 05:20 av Maths Nilsson

Audi har lovat att bara tillverka elbilar från 2033. Men nu river nya chefen Gernot Döllner upp löftet.  
– Vi måste anpassa det...något. Vi är flexibla, säger Gernot Döllner.

För några år sedan gick ett stort antal bilmärken ut och lovade att de bara skulle tillverka elbilar från ett visst årtal i början av nästa decennium. Flera märken pratade om 2030, i Audis fall var det 2033 som var brytpunkten, ett löfte som uttalades så sent som i december 2022 av dåvarande vd:n Marcus Duesmann.



# Norway is a totally different story...

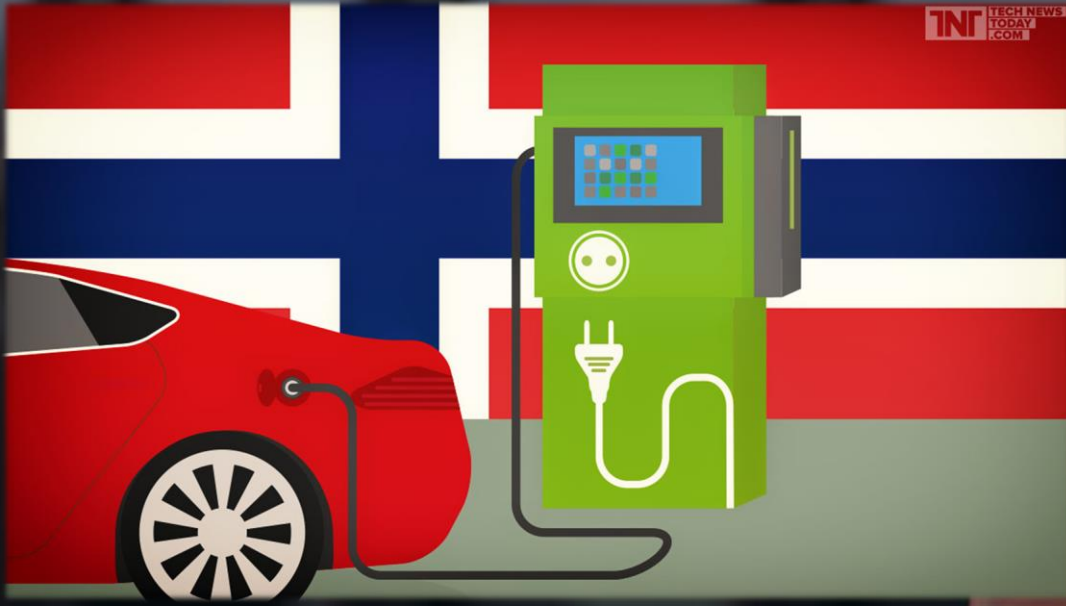


The Government is taking a number of steps in order to contribute to a considerable reduction in CO<sub>2</sub>-emissions from transport. In Norway, purchase of zero-emission cars should be more economically favourable than purchase of conventional cars. The Government has established targets for new zero-emission vehicles. All new passenger cars and light vans sold in 2025 shall be zero-emission vehicles. All new urban buses sold

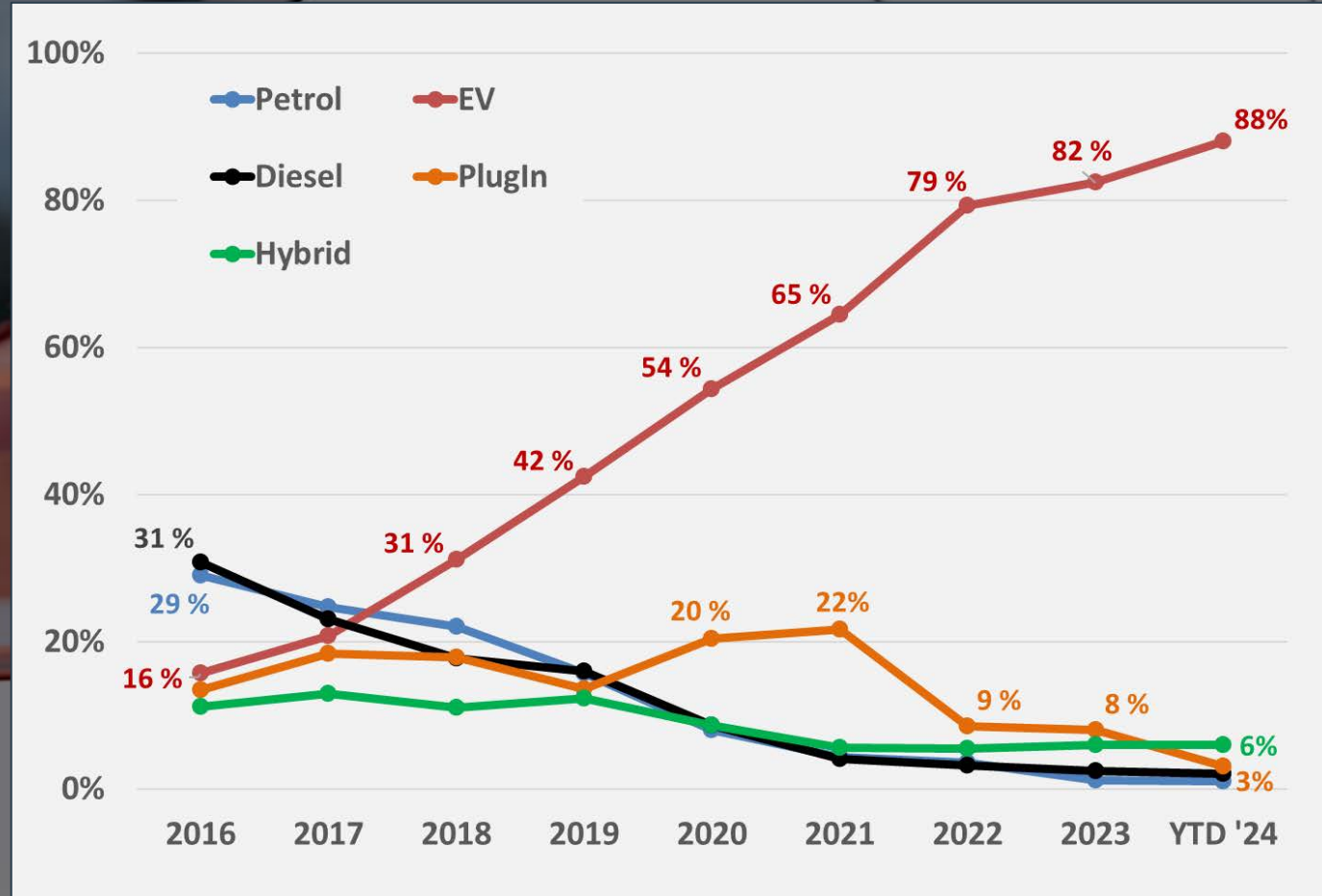




# Norway is a totally different story...



The Government is taking a number of steps in order to contribute to a considerable reduction in CO<sub>2</sub>-emissions from transport. In Norway, purchase of zero-emission cars should be more economically favourable than purchase of conventional cars. The Government has established targets for new zero-emission vehicles. All new passenger cars and light vans sold in 2025 shall be zero-emission vehicles. All new urban buses sold





# EV impact within after sales...





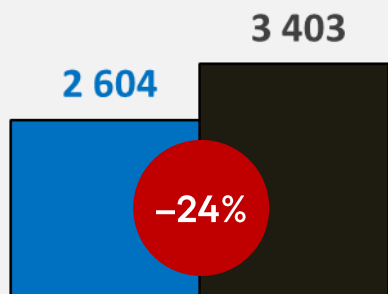
# BMW i3 vs 3-series





# BMW i3 vs 3-series

■ i3 ■ 3-series



Parts turnover

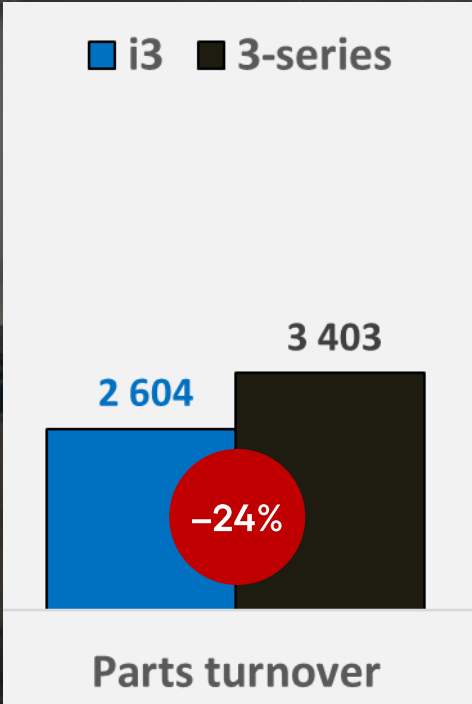
2.378  
CARS

533  
CARS





# BMW i3 vs 3-series



CMD 2022

-20%

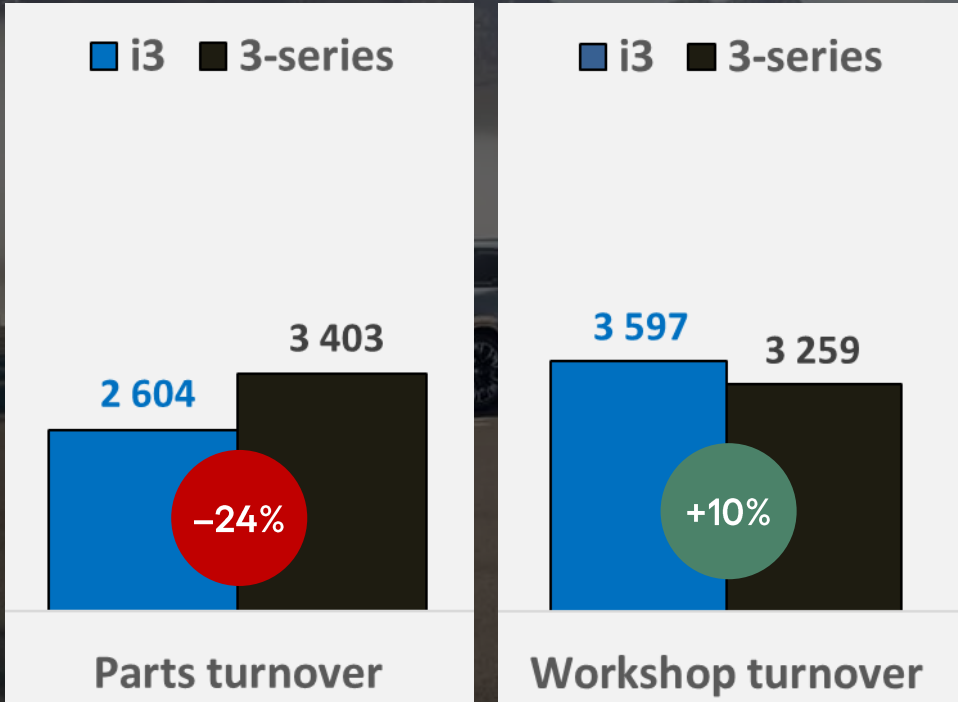
2.378  
CARS

533  
CARS





# BMW i3 vs 3-series



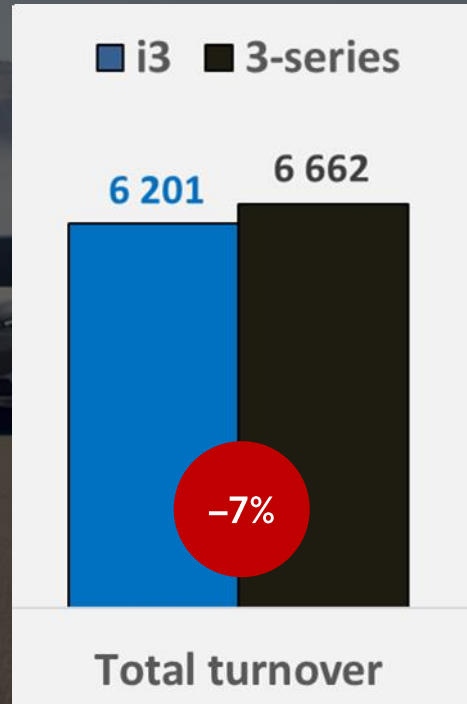
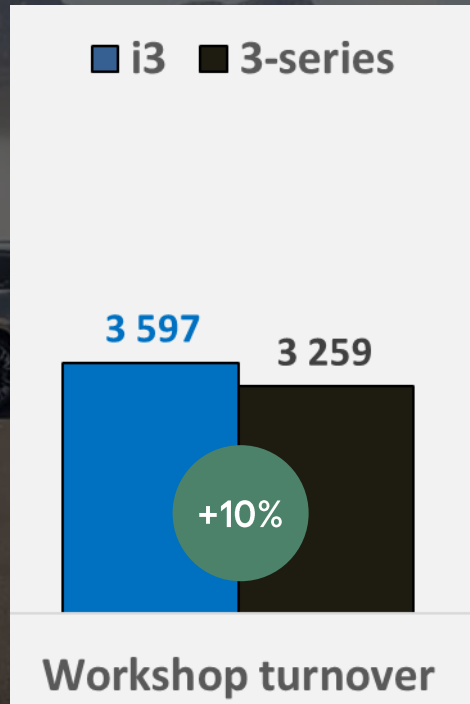
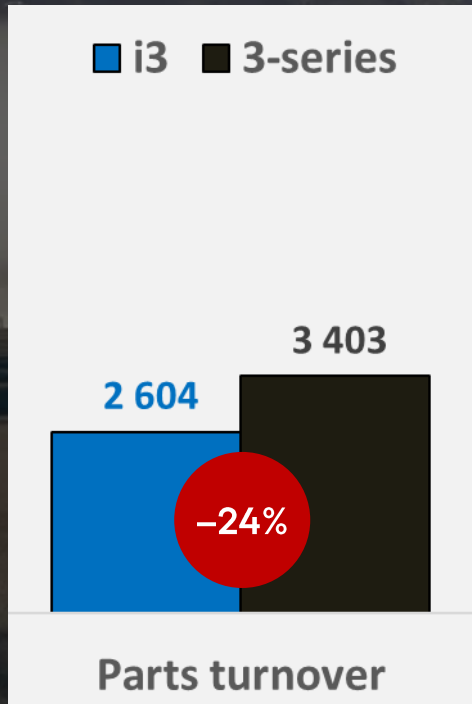
CMD 2022

+4%





# BMW i3 vs 3-series



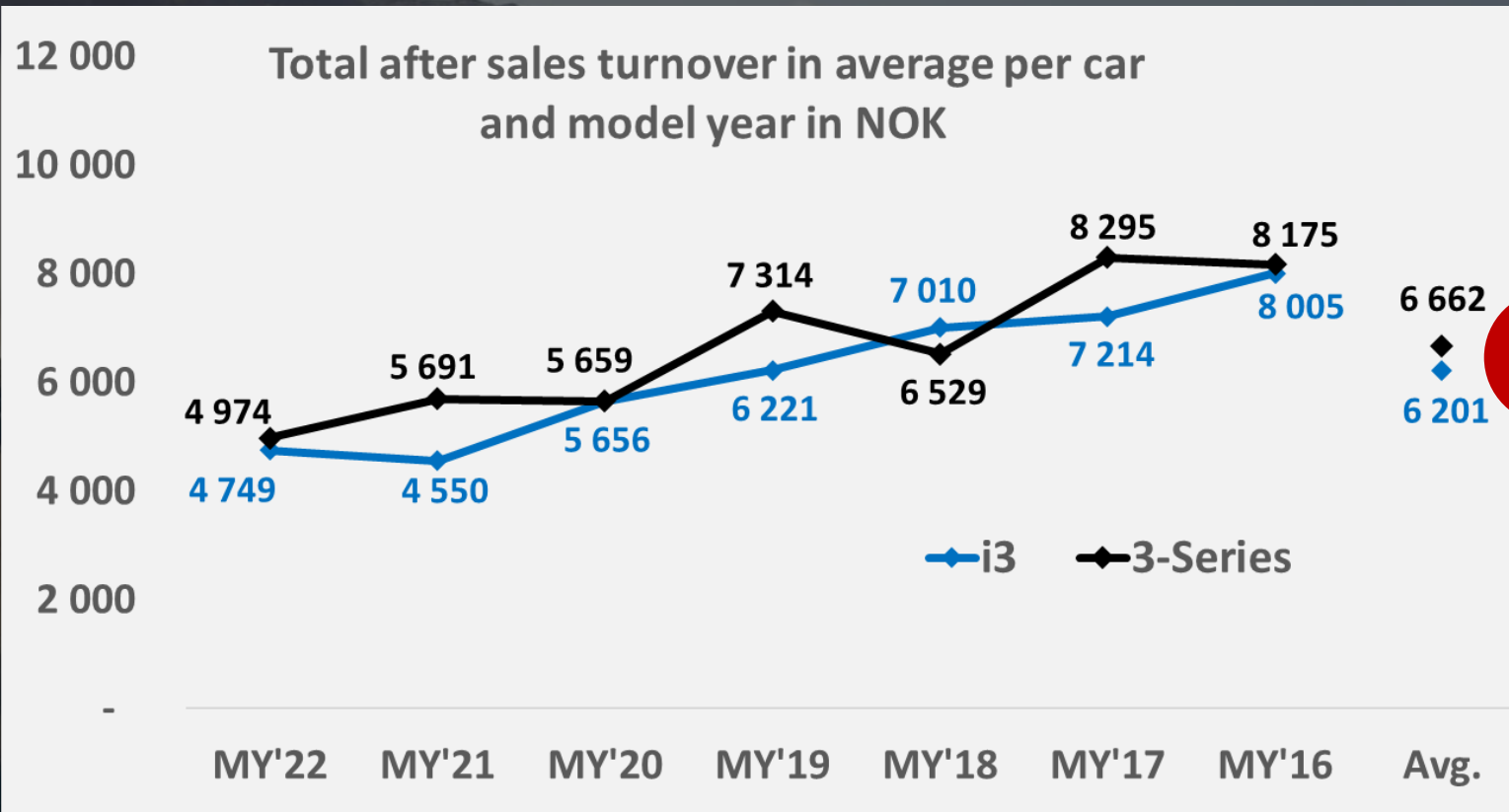
CMD 2022

**-8%**





# BMW i3 vs 3-series





# The car park will become more electrified



85%

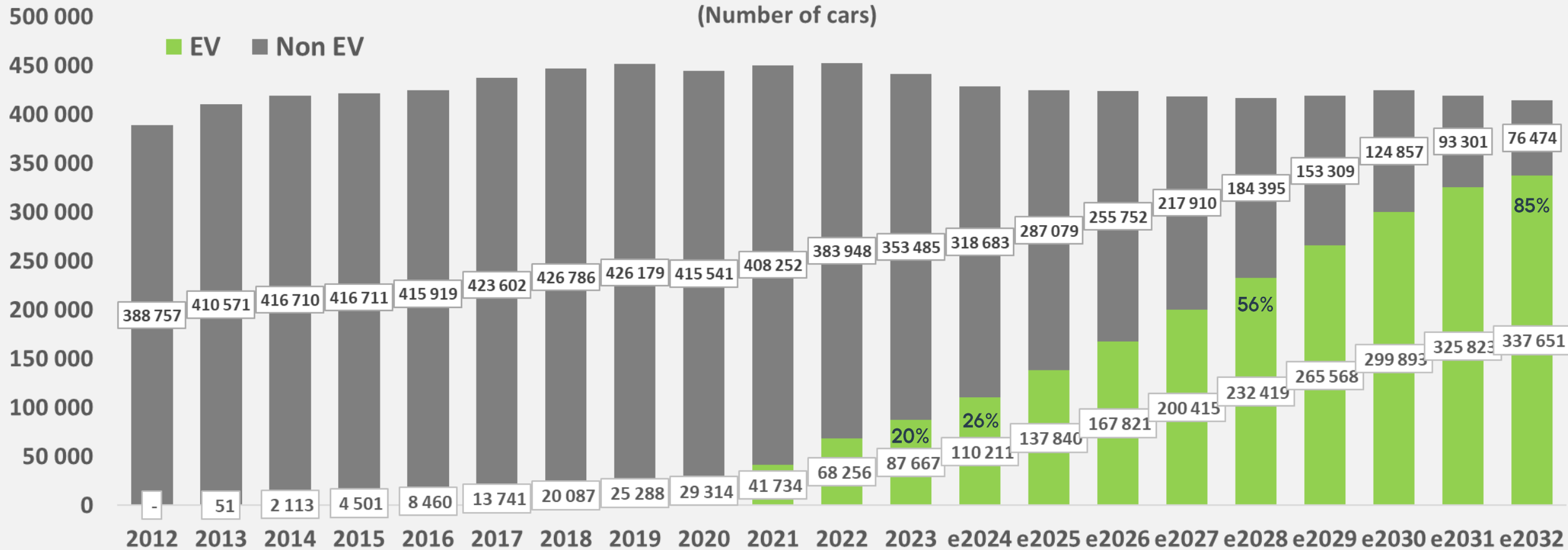
56%

20% 26%



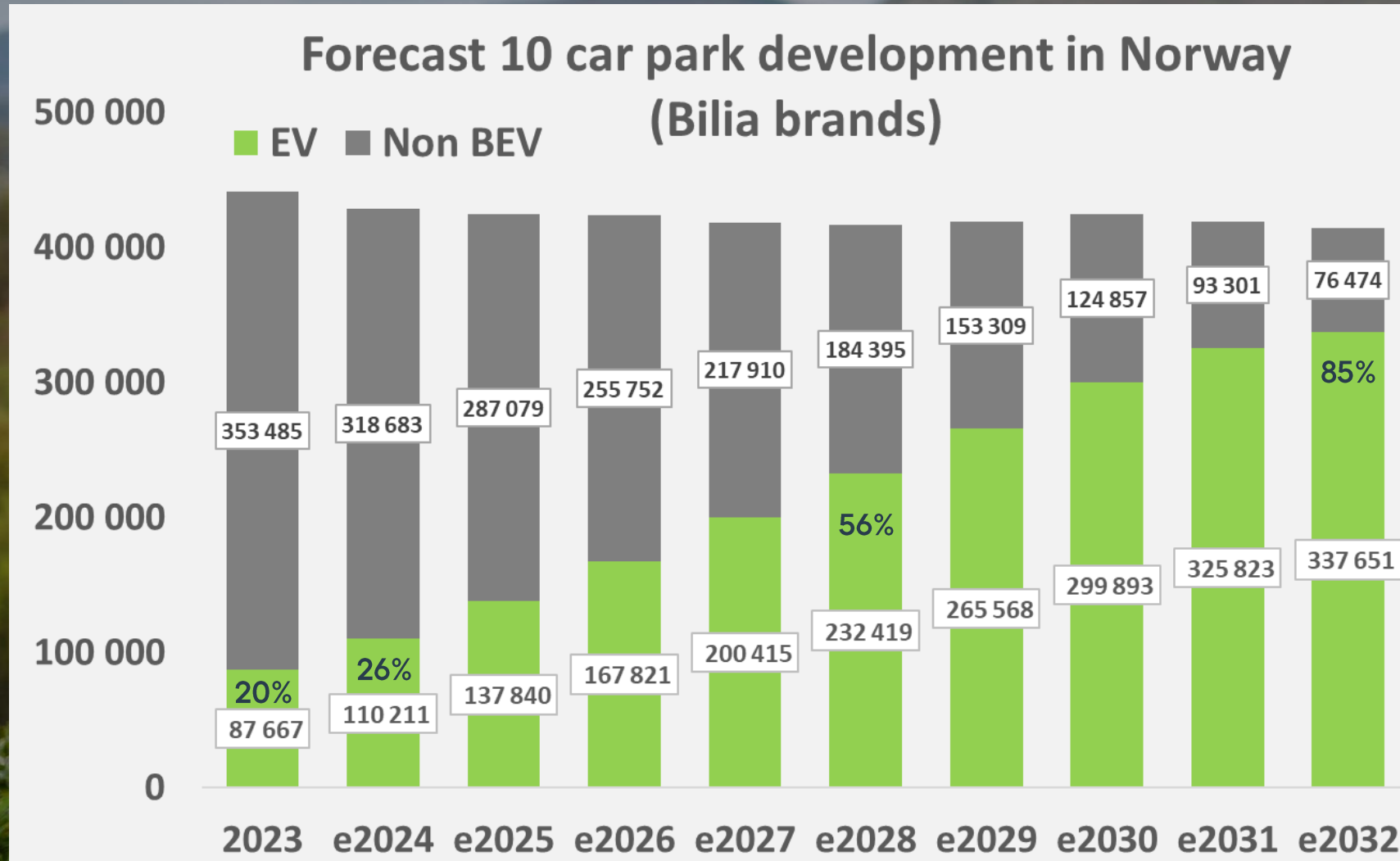
# The car park will become more electrified

Forecast 10 year car park development i Norway (Bilia brands)  
(Number of cars)



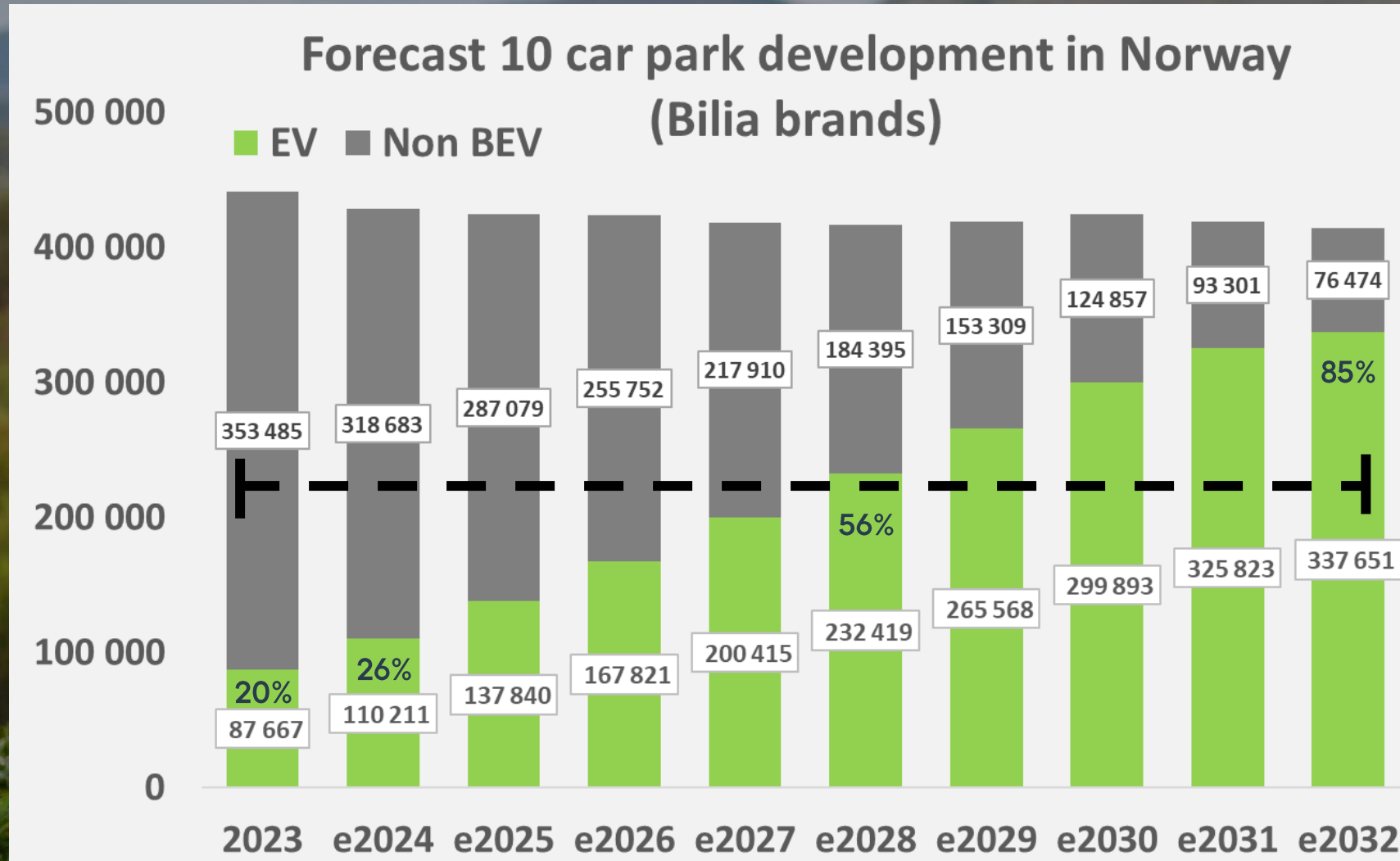


# The car park will become more electrified



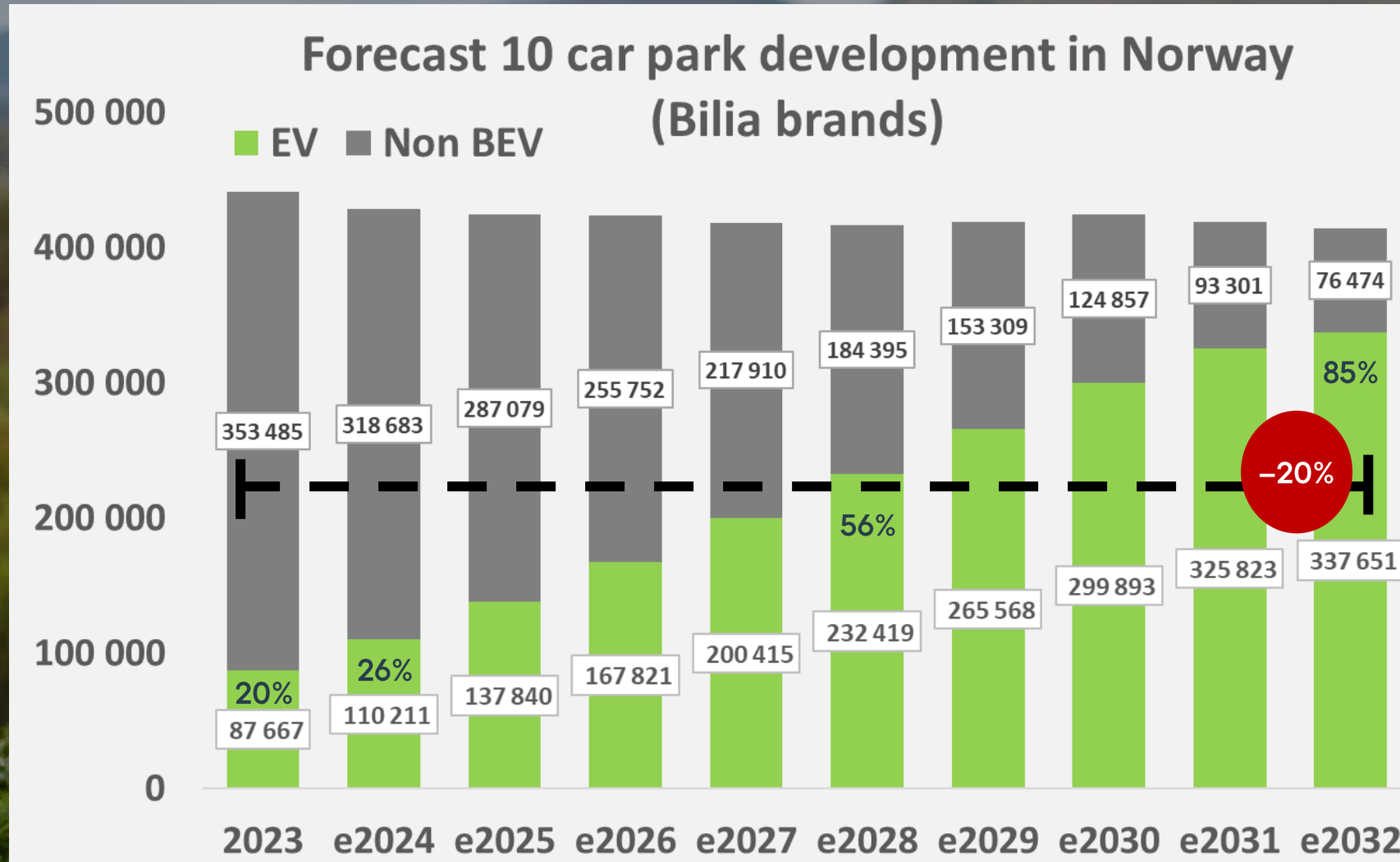


# The car park will become more electrified



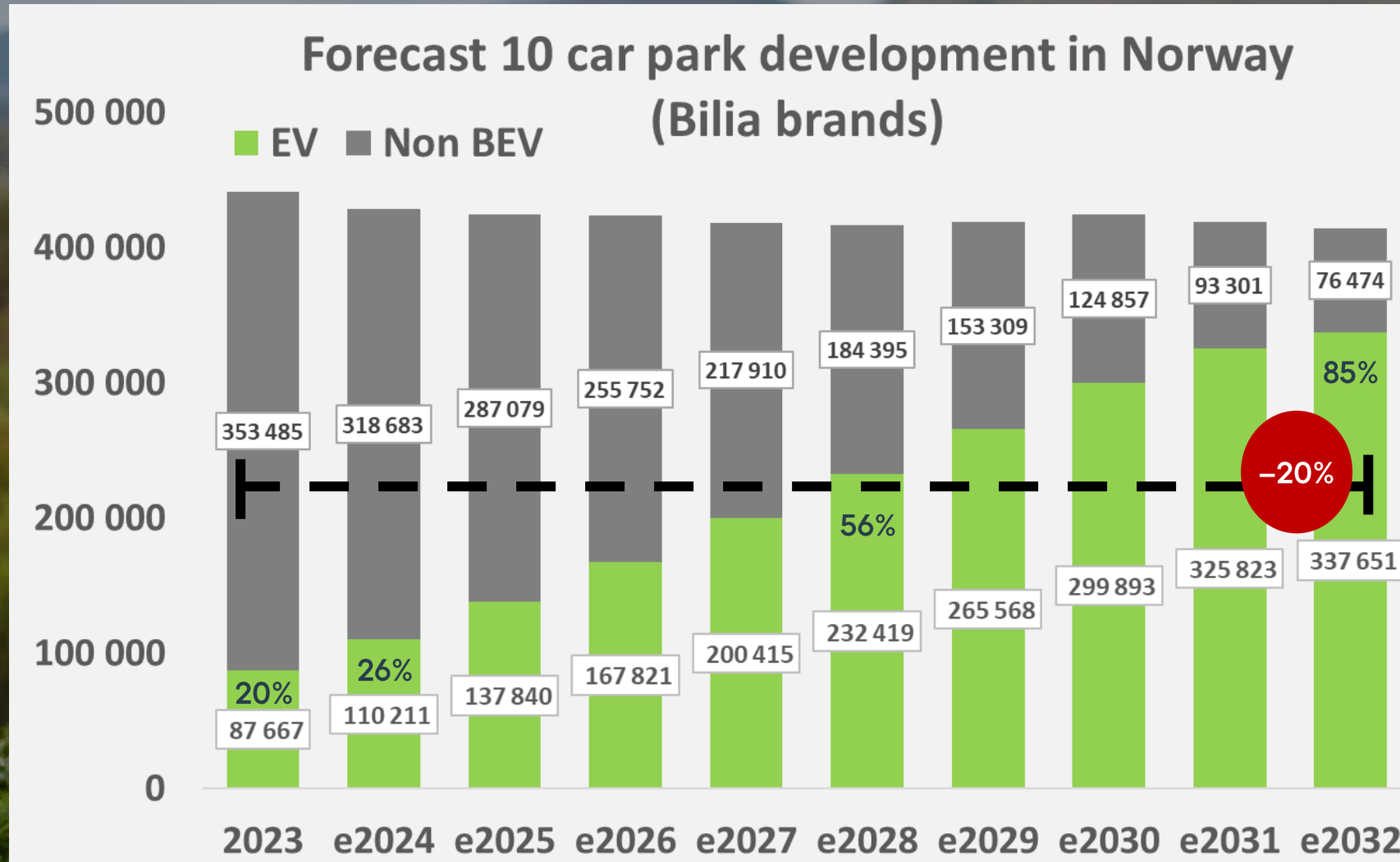


# The car park will become more electrified





# The car park will become more electrified

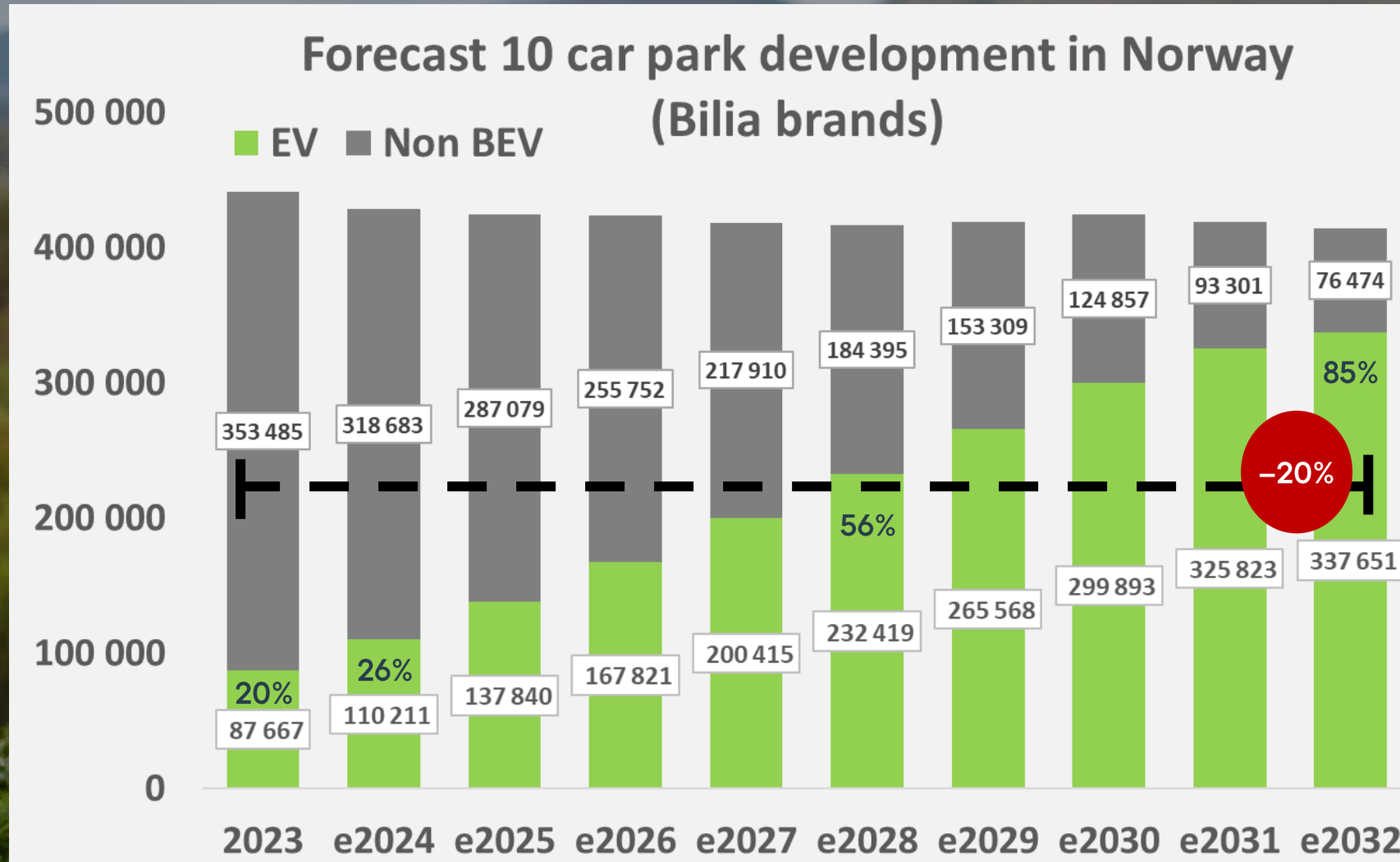


CMD 2022

-22%



# The car park will become more electrified



The service programmes for BEV and Non BEV differs among the different brands, and thereby also the turnover impact of the electrification.

CMD 2022

-22%

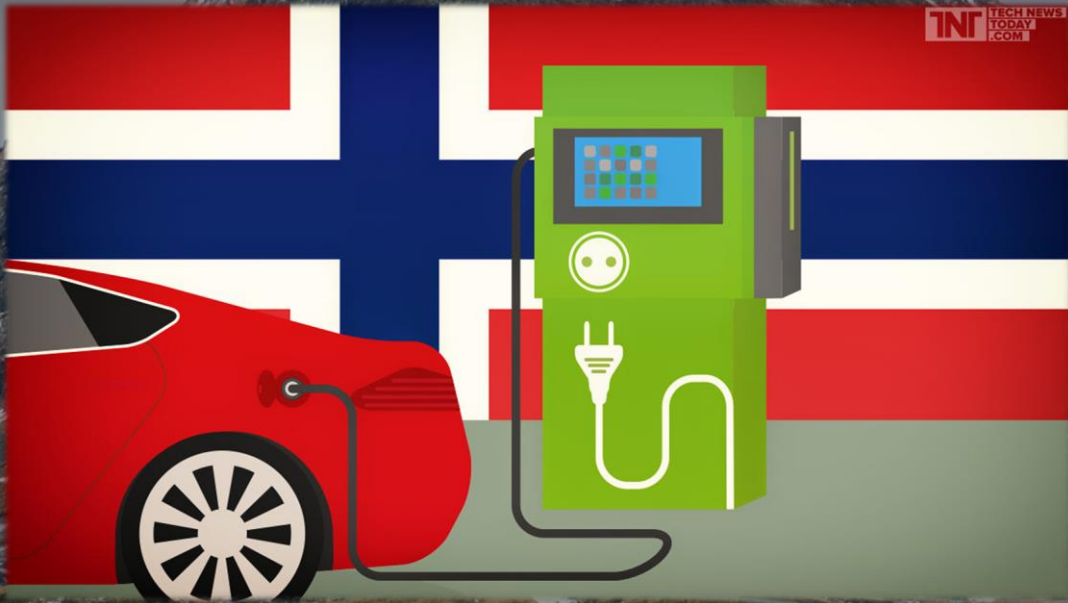


# Development of BMW, Volvo & Toyota at Bilia in Norway...

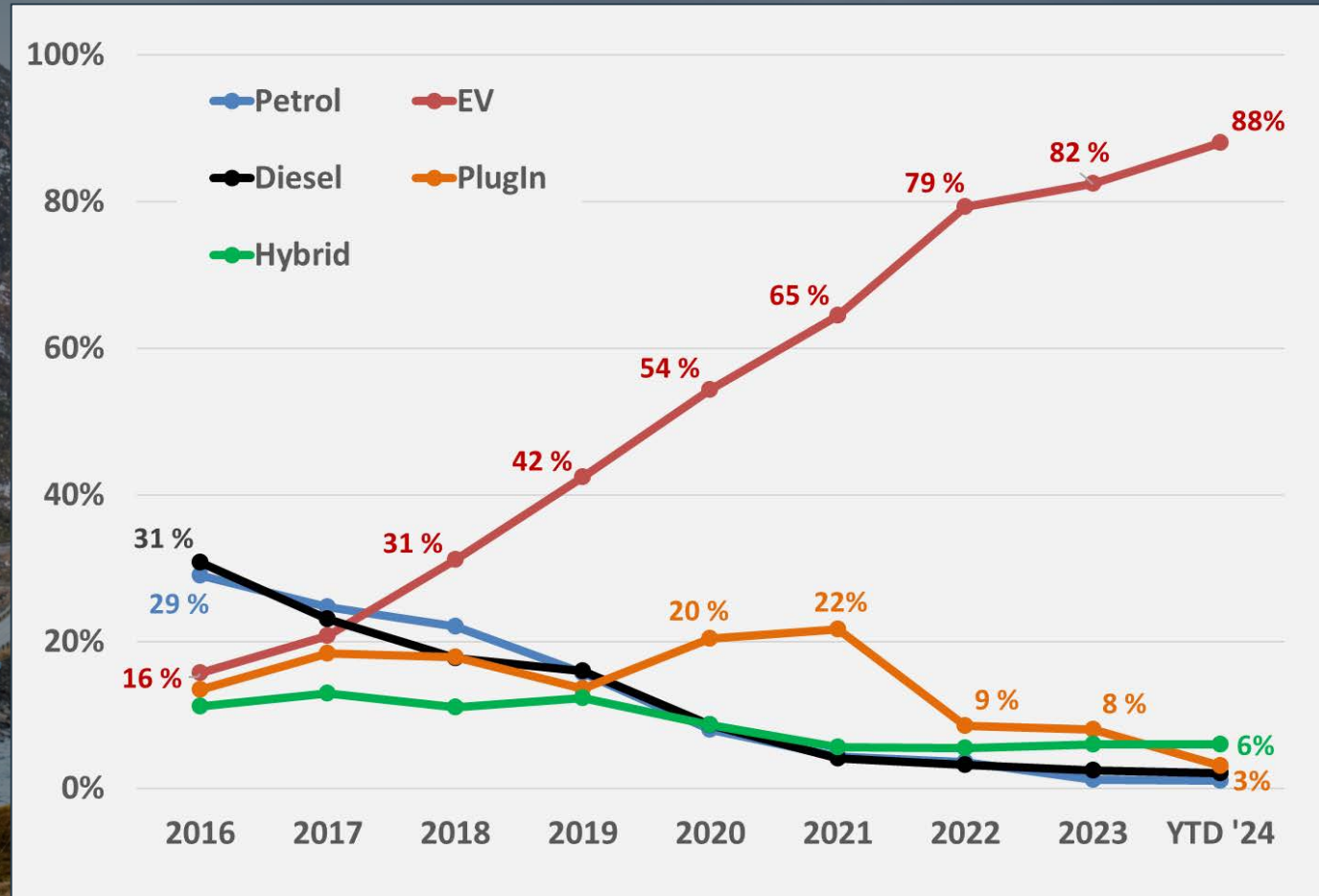




# Development of BMW, Volvo & Toyota at Bilia in Norway...

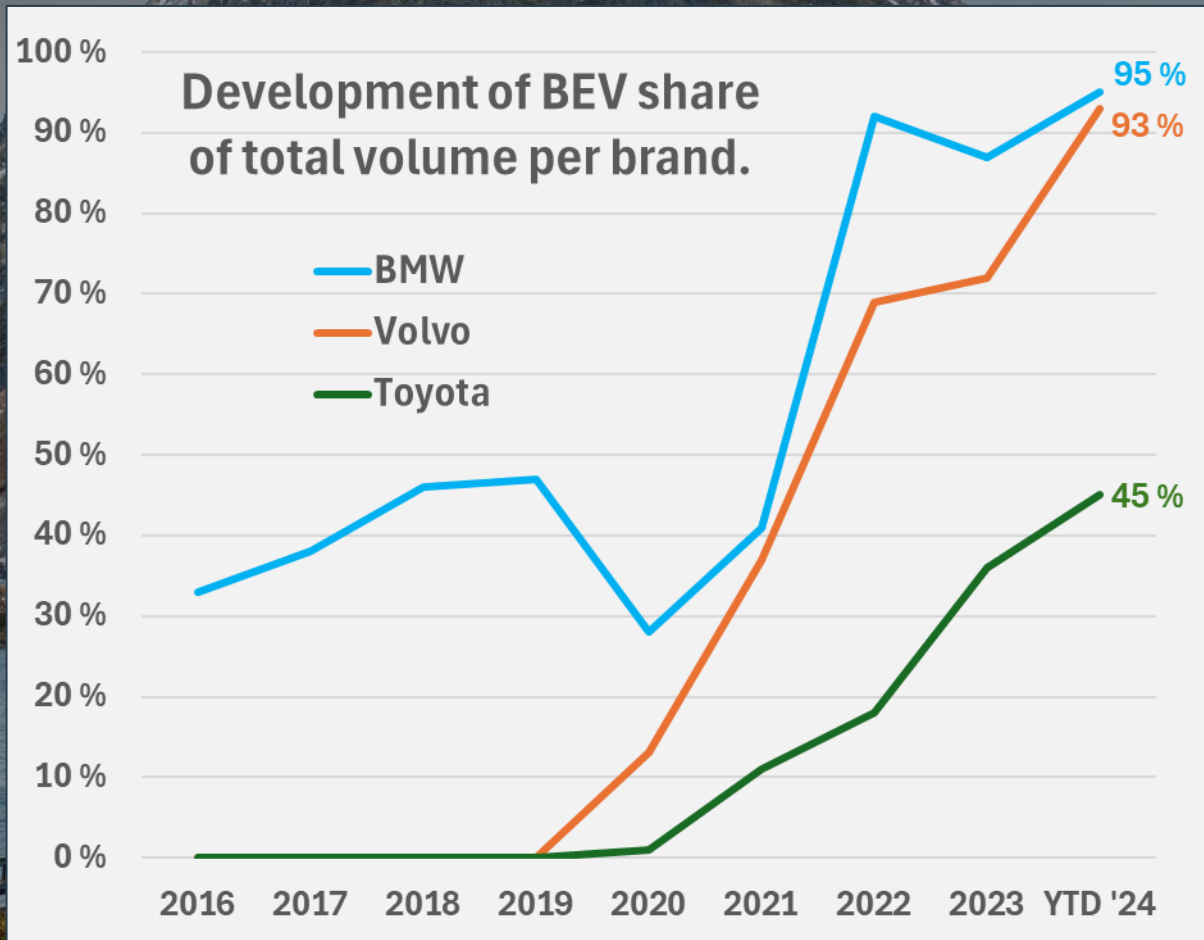


The Government is taking a number of steps in order to contribute to a considerable reduction in CO<sub>2</sub>-emissions from transport. In Norway, purchase of zero-emission cars should be more economically favourable than purchase of conventional cars. The Government has established targets for new zero-emission vehicles. All new passenger cars and light vans sold in 2025 shall be zero-emission vehicles. All new urban buses sold



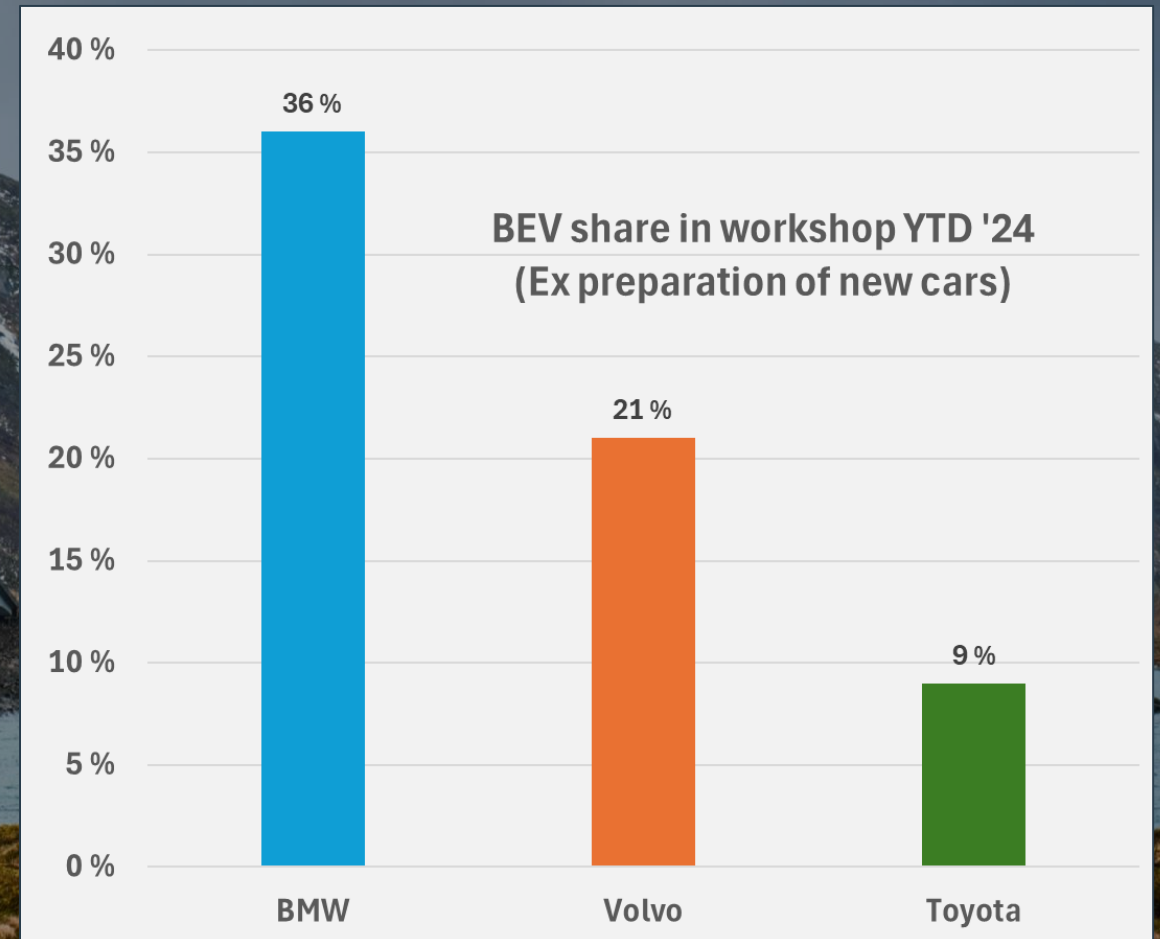
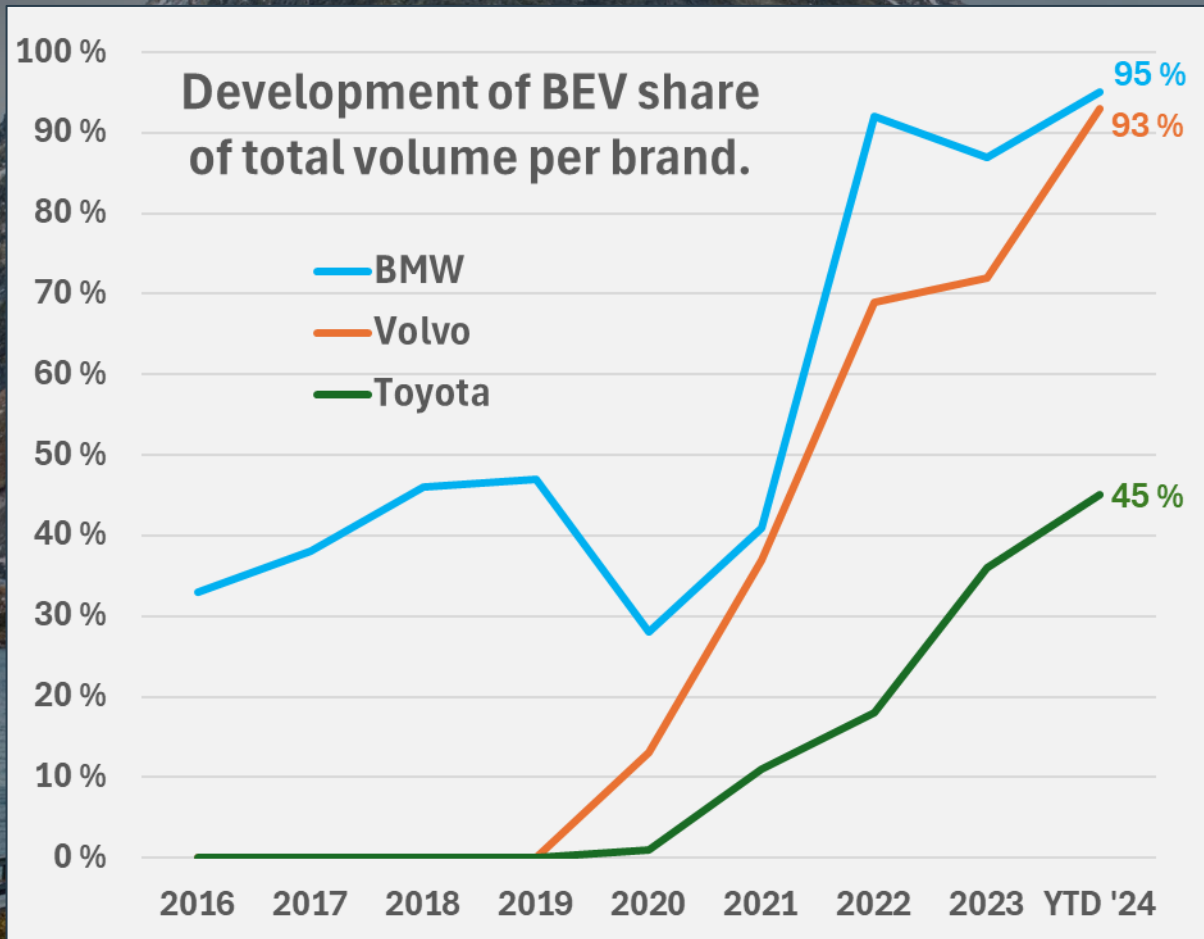


# Development of BMW, Volvo & Toyota at Bilia in Norway...



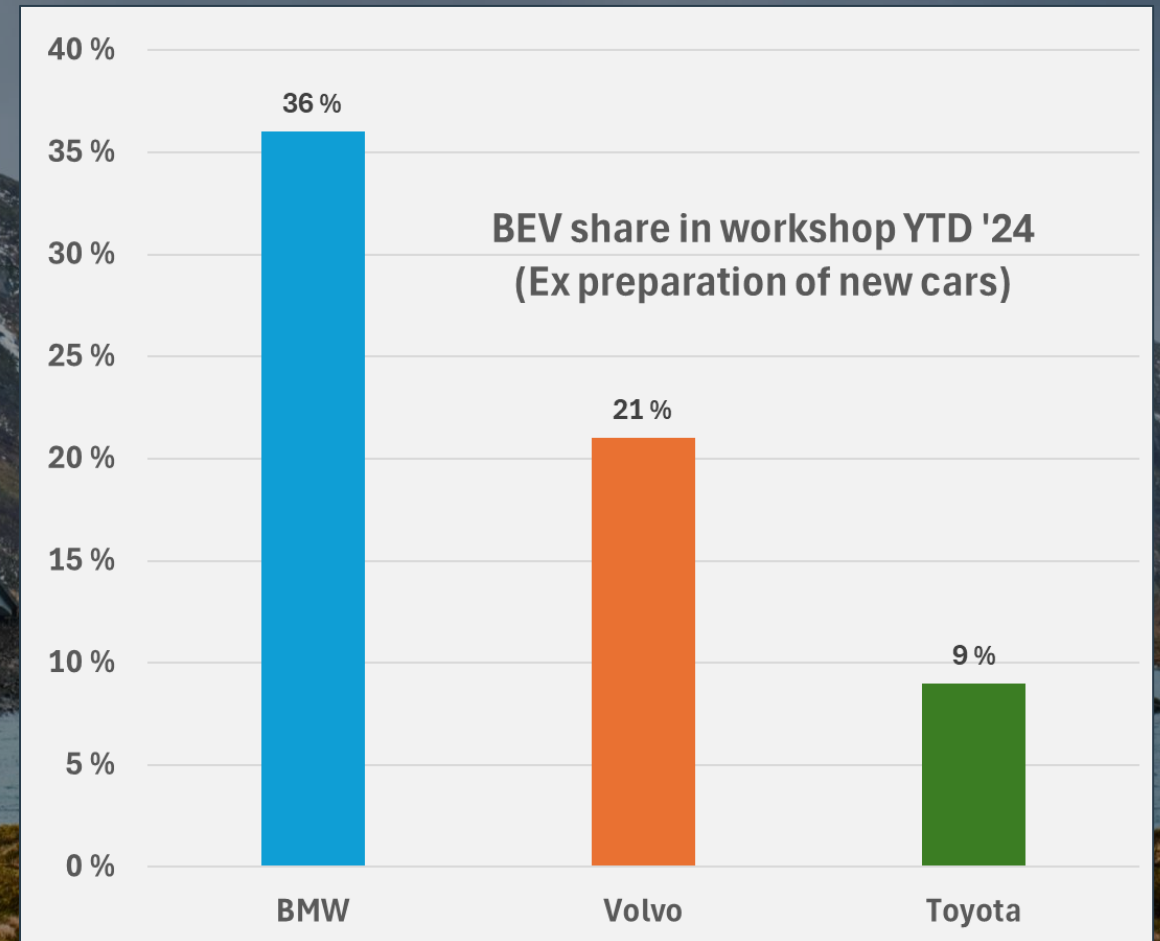
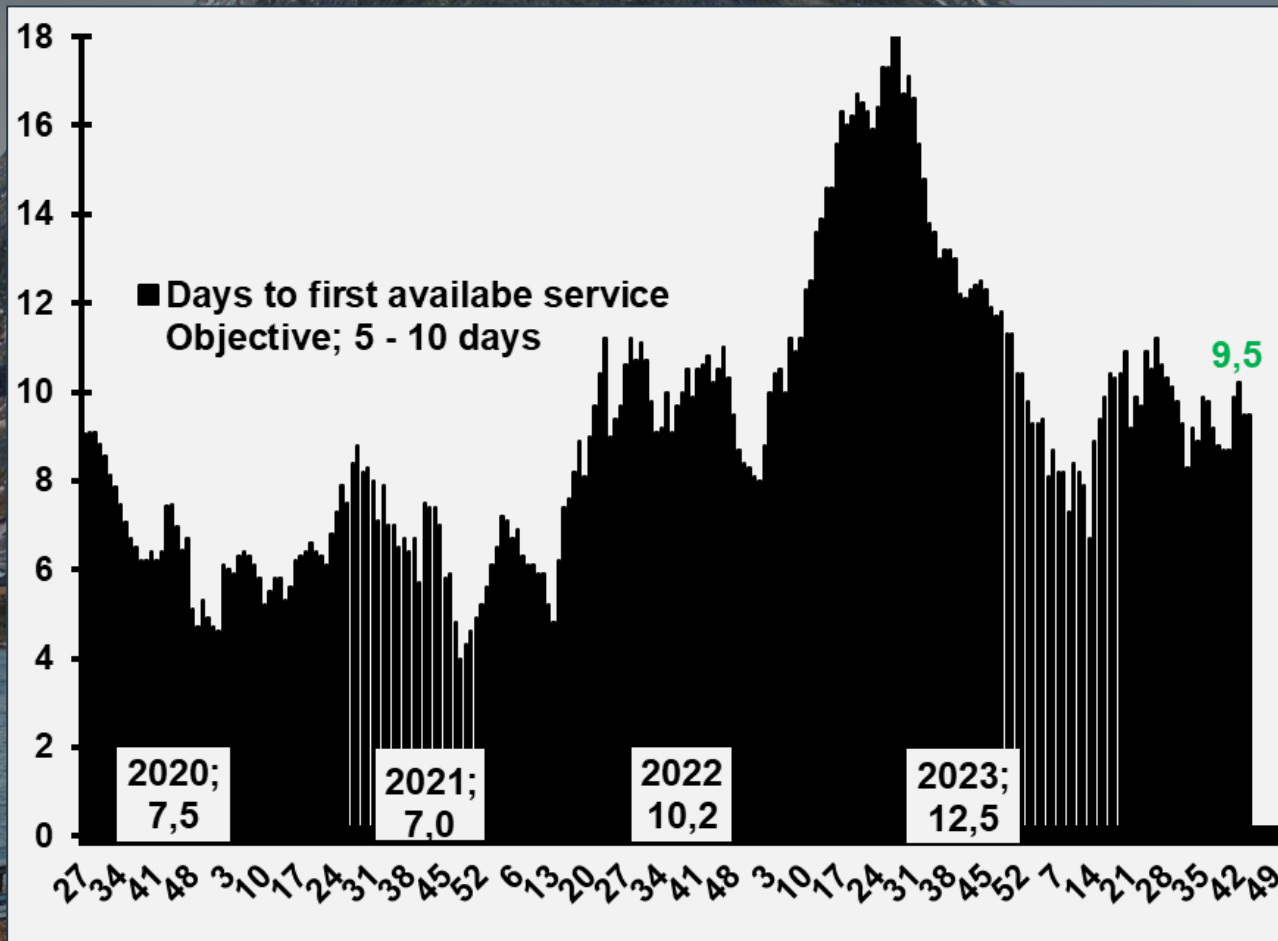


# Development of BMW, Volvo & Toyota at Bilia in Norway...





# Development of BMW, Volvo & Toyota at Bilia in Norway...





# Financials and Sustainability





# Financial targets

## 1 Sustainable growth

Yearly sales growth  
– at least 5% during  
a business cycle

## 2 Sustainable business model

Operating profit  
margin at 5% during  
a business cycle

## 3 Leverage ratio

Net debt/EBITDA  
below 2.0 times  
excluding IFRS 16

## 4 Dividend

Dividend at least  
50% of earnings  
per share on a  
yearly basis



# Sustainable Growth

## How to do it

47 acquisitions  
2012-2024





# Development Sales growth

**120%**

Growth  
2013-2024

**50%**

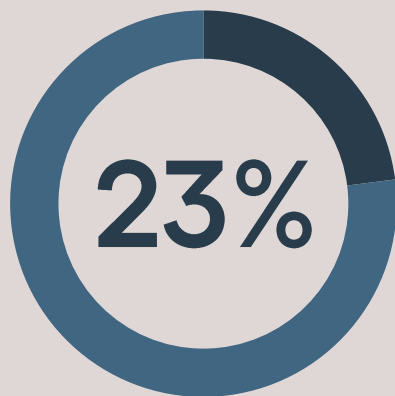
From acquisitions

**50%**

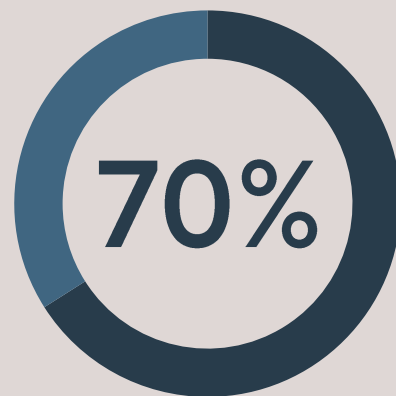
From new services  
& organic growth



# Service Business Focus area for growth



Share of Bilia's  
Net turnover  
R12 Q3 2024



Share of Bilia's  
Operational earnings  
R12 Q3 2024





# Service Business Focus area for growth

Organic growth Service Business



# Growth for the Service Business

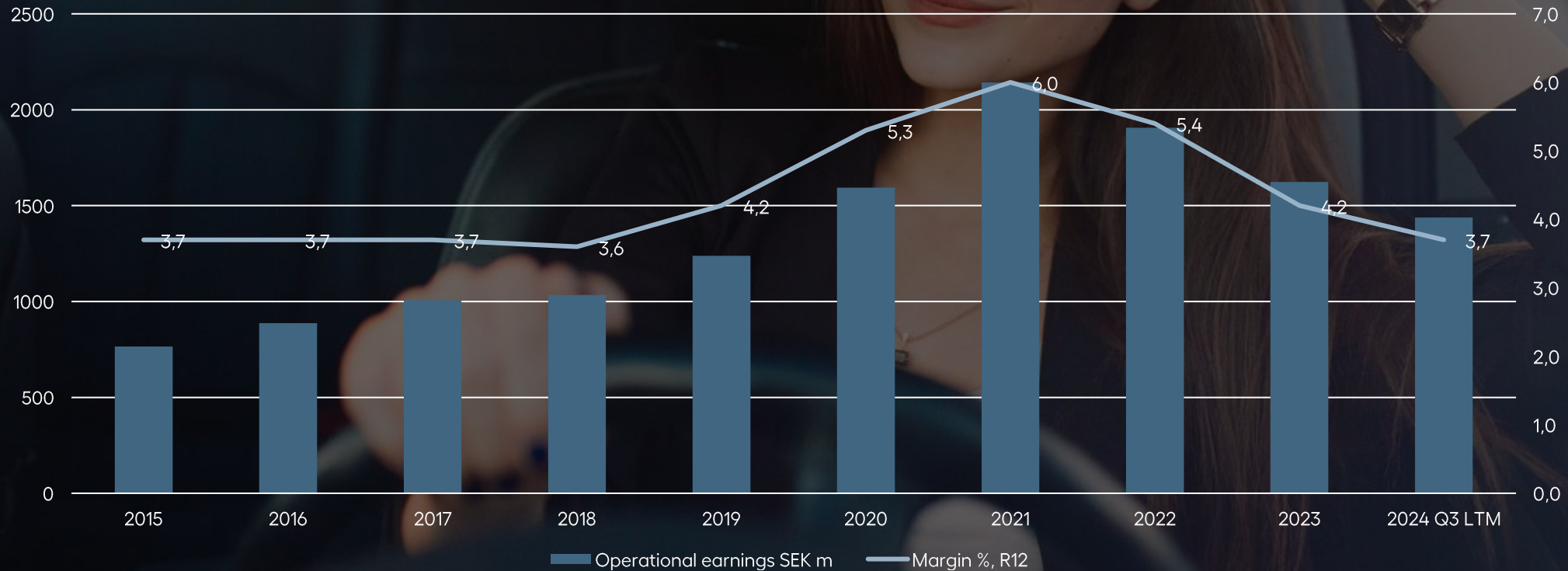
January–September	2013	2014	2015	2016	2017	2018	2019*	2020*	2021*	2022*	2023*	2024*
Turnover SEK M	2,919	2,858	3,137	3,755	4,303	4,663	5,024	4,976	5,555	5,801	6,380	6,981
Operational earnings* SEK M	212	247	309	389	469	515	630	781	902	793	777	794
Operational margin (%)*	7.3	8.6	9.8	10.3	10.9	11.0	12.5	15.7	16.2	13.7	12.2	11.4

\* Including IFRS 16

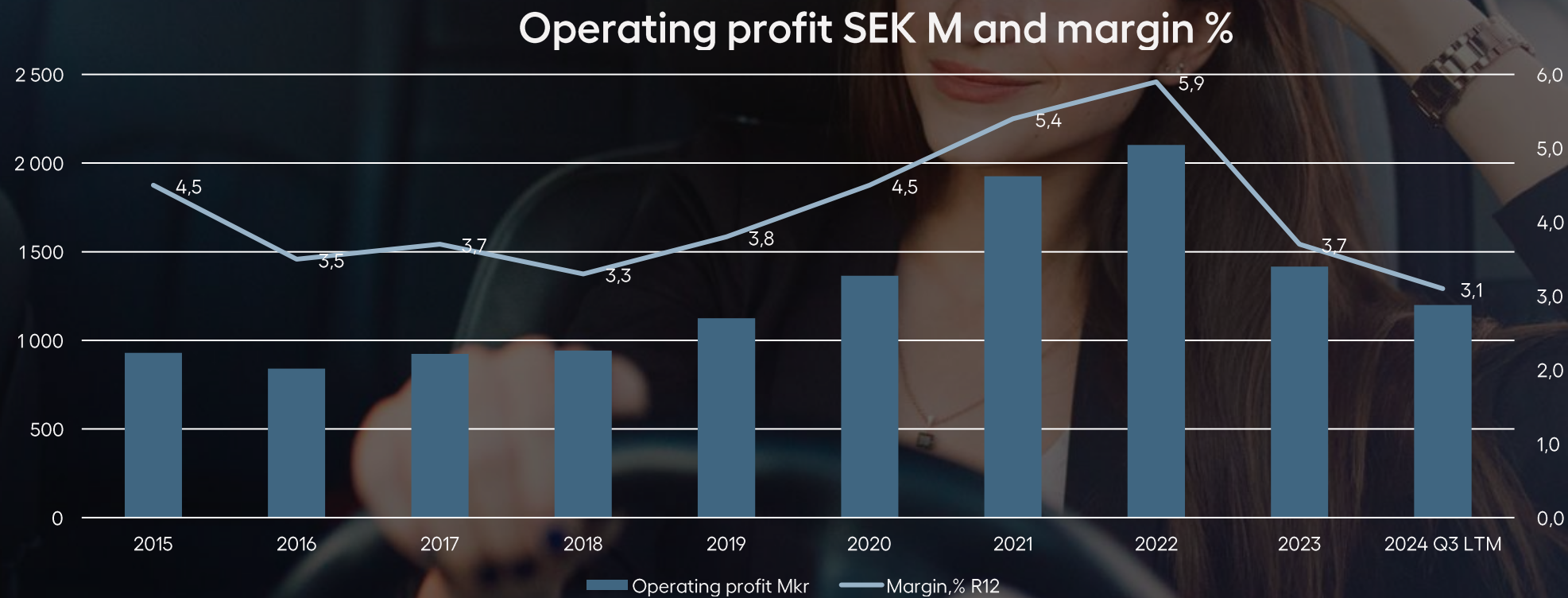


# Development Operational earnings and margin

Operational earnings SEK M and margin %



# Development Operating profit and margin





# Development Operational earnings

**260%**

Growth  
2013-2024

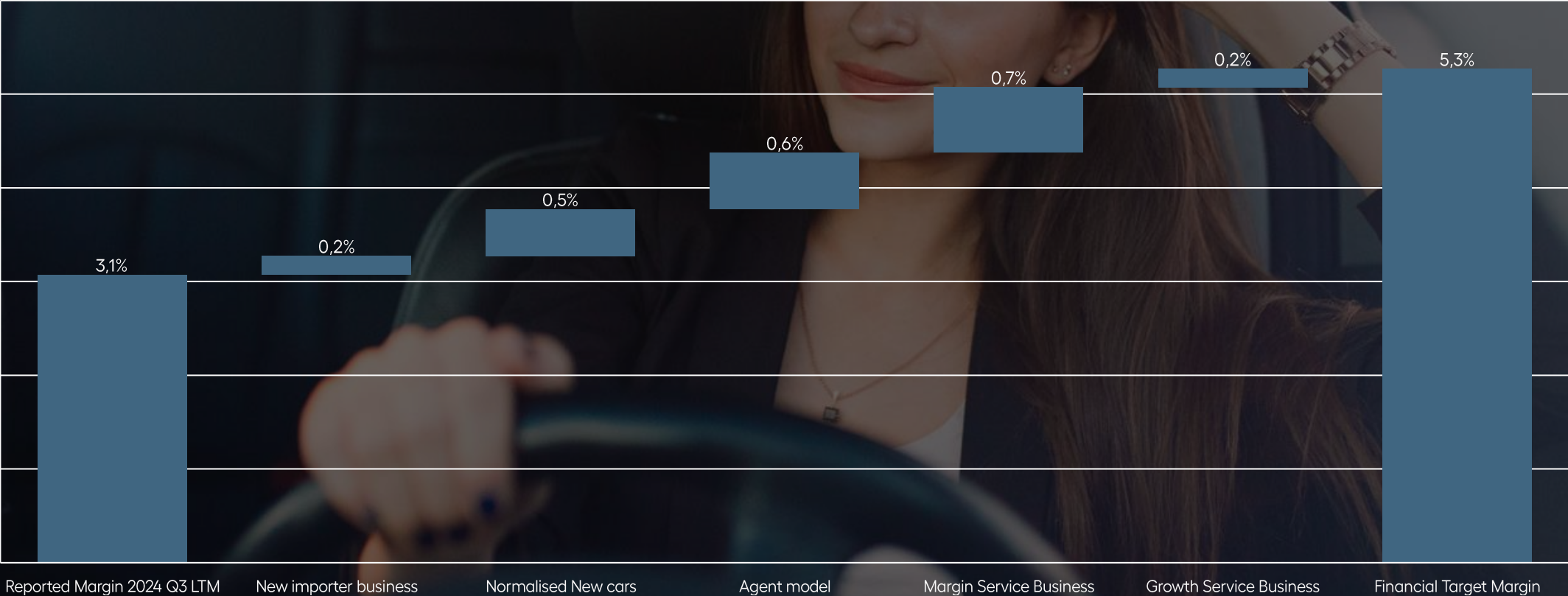
**36%**

From acquisitions

**64%**

From new services  
& organic growth

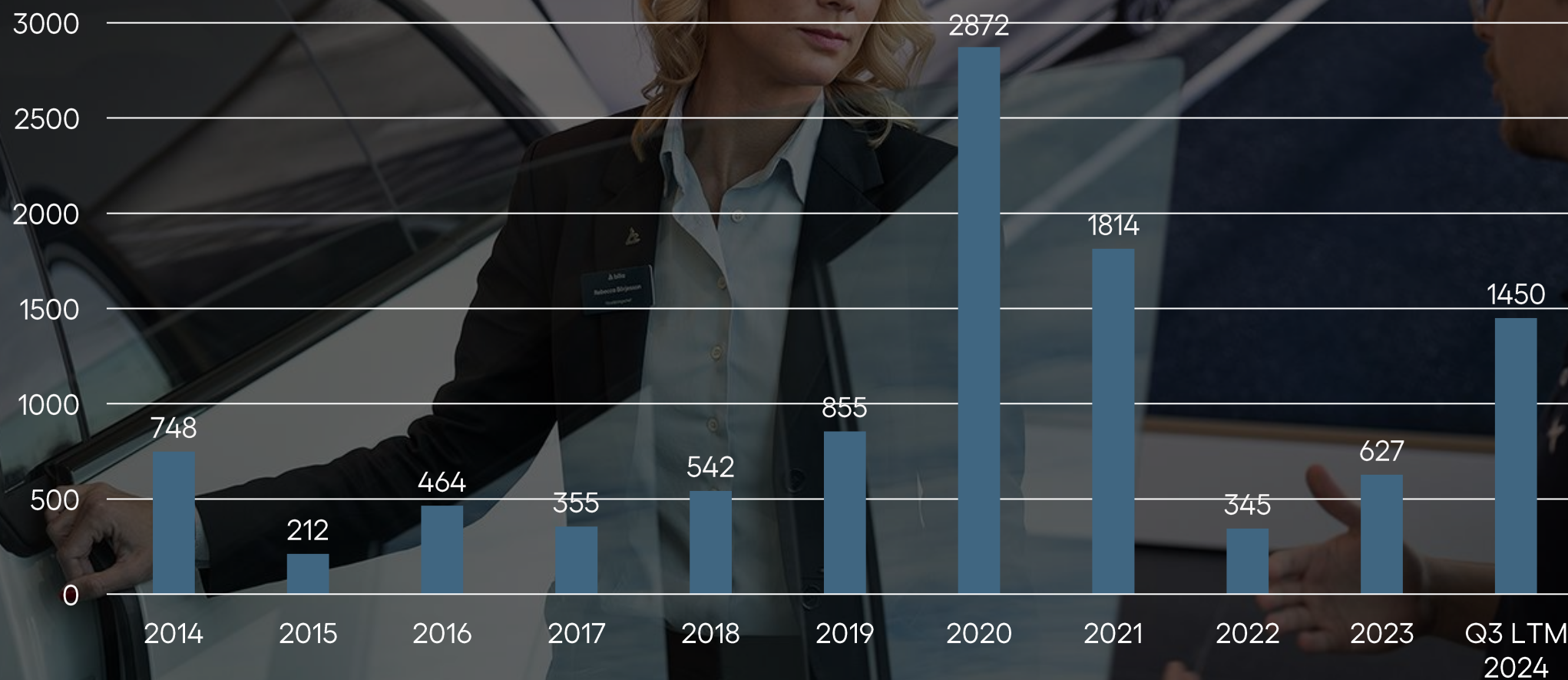
# Development Operating margin vs financial target





# Cashflow a focus area

Operating cash flow, SEK M



# Cashflow a focus area



## Inventory is a key focus area

- Turnover rate for used cars
- Number of days in stock for new and used cars
- Leadtime for cars to be available for sale
- Leadtime for delivery of cars to customer



Days of sales  
outstanding



Payment terms  
for supplier invoices

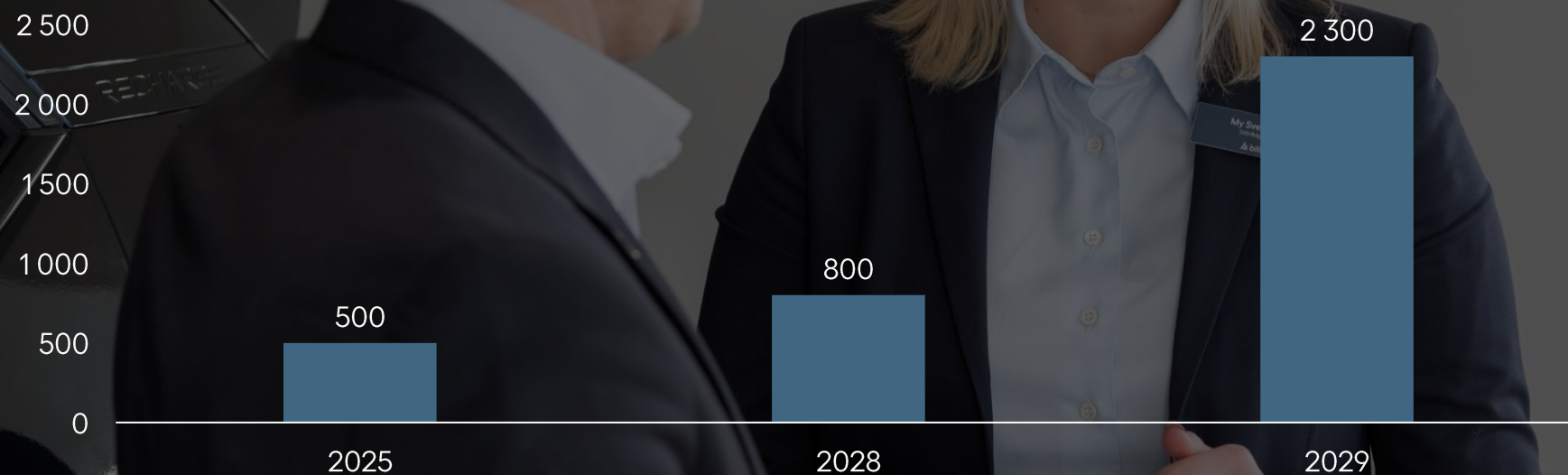


# A solid relation for Net debt/ EBITDA



# Debt structure

## Year of maturity





# Capital allocation

Balancing act between;



Capex  
for the  
business

Acquisitions  
of  
businesses

Dividend  
to share-  
holders

Re-  
purchase  
of shares

# Capital allocation Last 10 years, 2014 to 2023

**15,0 B SEK**

Cash flow from operating activities

**2,9 B SEK**

Capex

**2,4 B SEK**

Acquisitions, net

**4,2 B SEK**

Dividend

**1,4 B SEK**

Repurchase

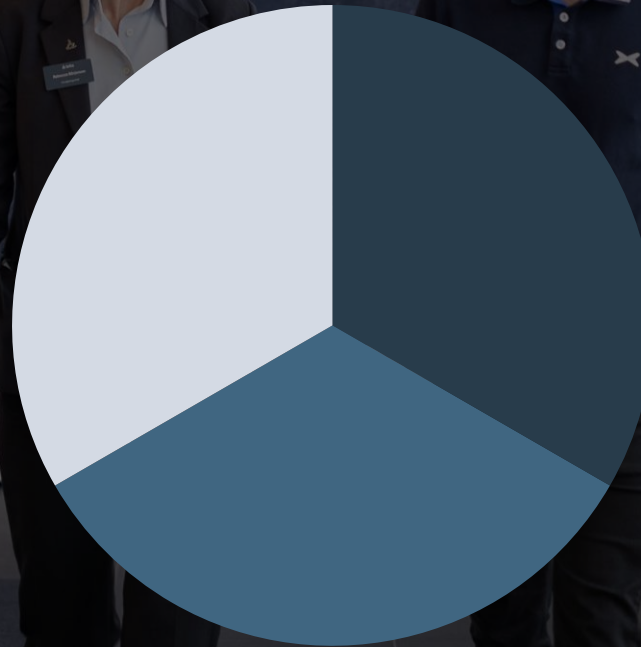
Investment in the business  
5,3 Billion SEK

Distribution to Shareholders  
5,6 Billion SEK



# Capital allocation Last 10 years, 2014 to 2023

Development of  
business through Capex  
and acquisitions



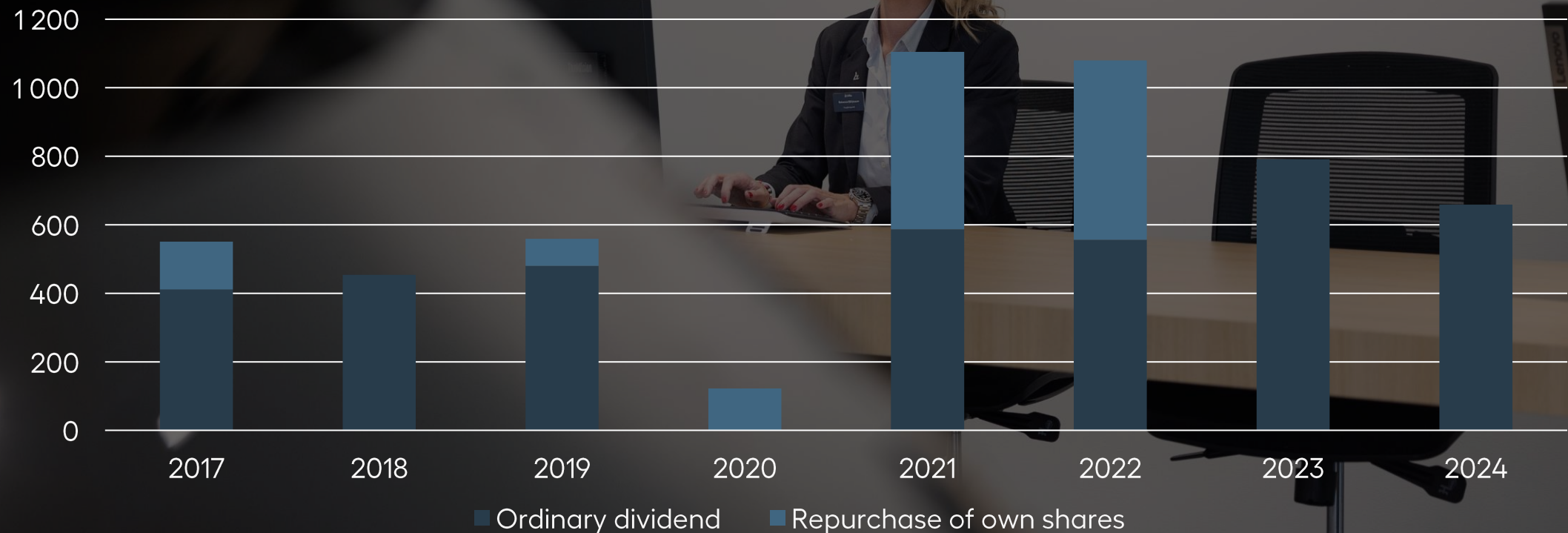
Distribution  
to shareholders

Organic growth  
and repayment  
of debt

# Distribution to shareholders

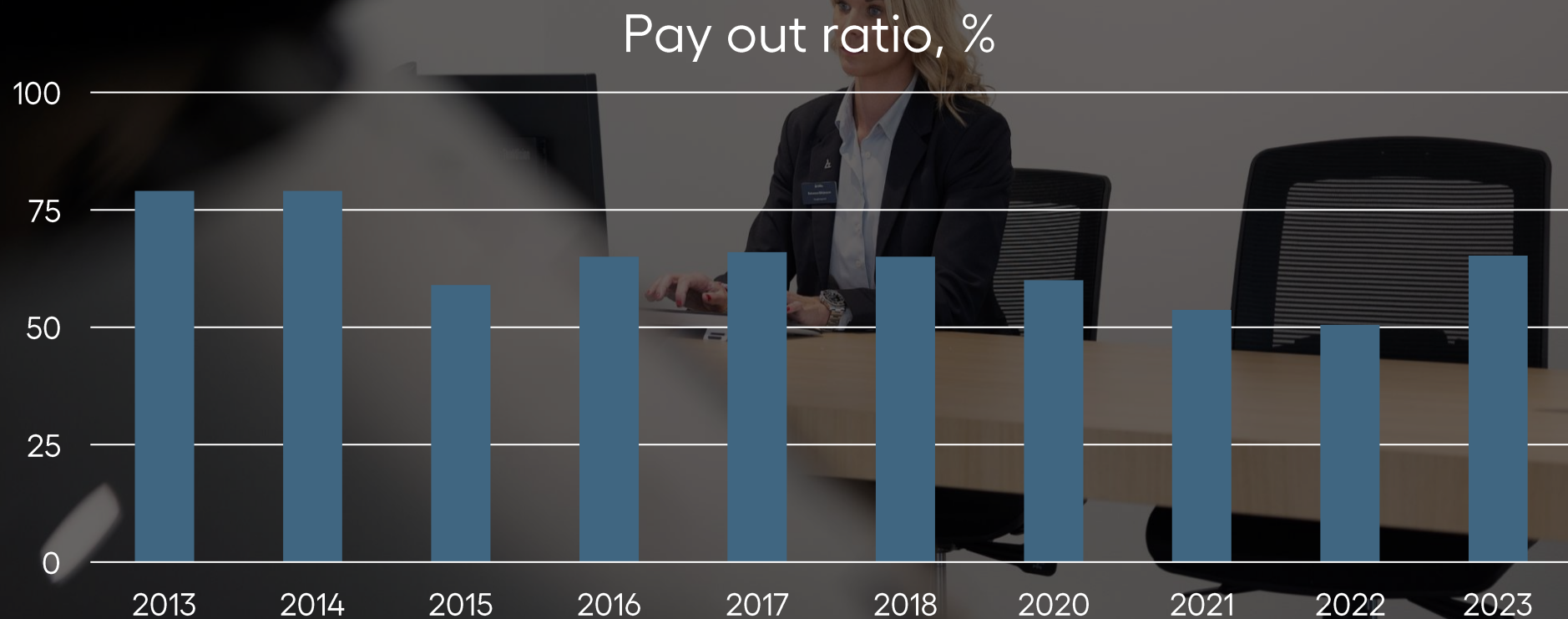
## Dividend and re-purchase of shares

Distribution to shareholders SEK M





# Pay out ratio to our shareholders



# Financial targets

## 1 Sustainable growth

Yearly sales growth  
– at least 5% during  
a business cycle

## 2 Sustainable business model

Operating profit  
margin at 5% during  
a business cycle

## 3 Leverage ratio

Net debt/EBITDA  
below 2.0 times  
excluding IFRS 16

## 4 Dividend

Dividend at least  
50% of earnings  
per share on a  
yearly basis



# Sustainability targets

## 1 Sustainable growth

Customer satisfaction 3 per centage points above average per brand and country

Proportion of women in sales operations should exceeds 30 per cent

## 2 Circular business model

Share of 12 per cent used spare parts for damage cases in Sweden in 2028

## 3 Care about people

Proportion of engaged employees above benchmark

## 4 Care about environment

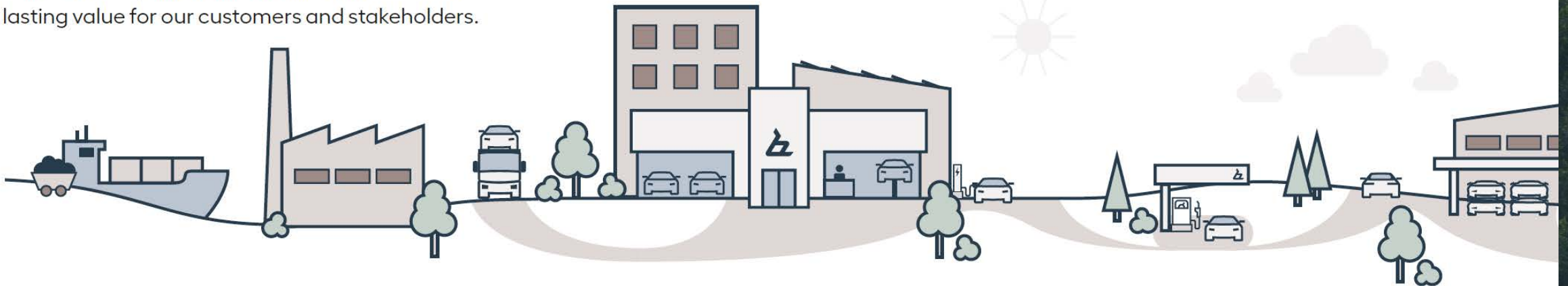
Contribute to a lower climate impact for Bilia's customers through our products and services

Reduced environmental impact caused by our own operations



# Sustainability – Our value chain

Our resources, vision and business model create lasting value for our customers and stakeholders.



## UPSTREAM

- Selection of carbrands
- Suppliers code of conduct
- Transparency Act Norway
- CSDDD preparations

## OWN OPERATIONS

- Circular business model
- Cars with less environmental impact
- Gender equality
- Substitution of hazardous chemicals
- Renewable energy

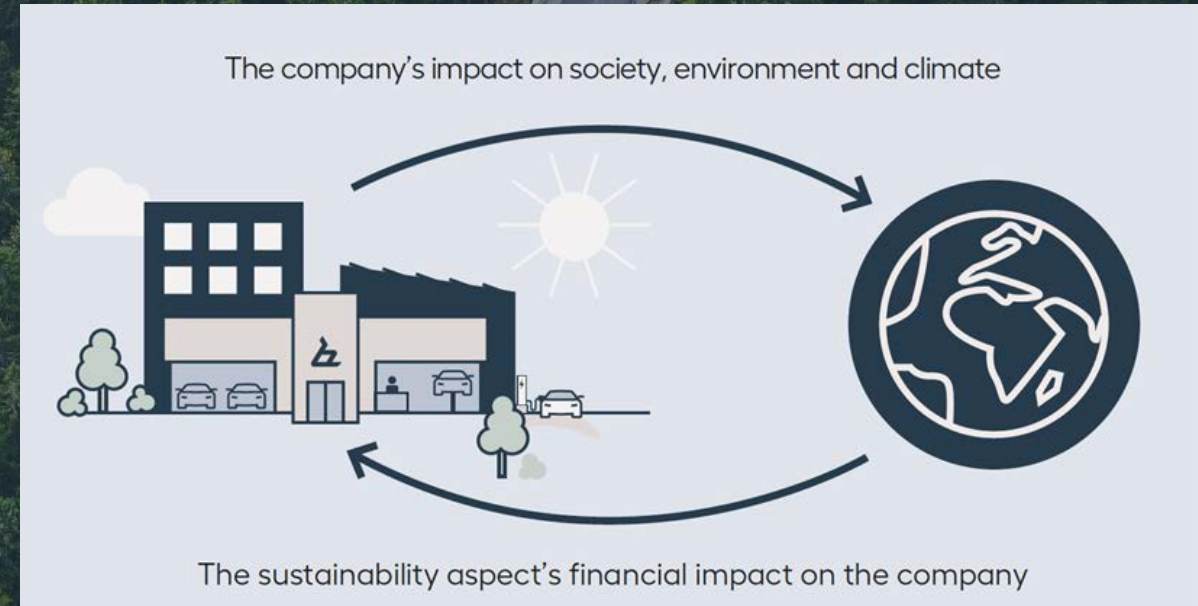
## DOWNSTREAM

- Need analysis sale of cars
- Information reliable source
- HVO fuel
- Dismantling of cars
- Established waste contractors



# Sustainability CSRD preparations

- DMA has been completed
  - Our value chain perspective
  - Pre-audit by our external auditors
- Selection of datapoints ongoing
- Preparation for data collection
- Climate strategy development
- Evaluation of SBTi
- Annual Report 2025





# Sustainability targets

## 1 Sustainable growth

Customer satisfaction 3 per centage points above average per brand and country

Proportion of women in sales operations should exceeds 30 per cent

## 2 Circular business model

Share of 12 per cent used spare parts for damage cases in Sweden in 2028

## 3 Care about people

Proportion of engaged employees above benchmark

## 4 Care about environment

Contribute to a lower climate impact for Bilia's customers through our products and services

Reduced environmental impact caused by our own operations



# Summary





# Bilia as an investment

We strive to provide the best experience for our customers, resulting in increased shareholder-value for our owners.

**A Full-  
service  
supplier**

Circular  
and Sustainable  
Business Model

**16**

Car brands

Strong  
Business Partners

**50%**

of profit per share  
to dividend

Strong  
Financial Position

**5,500**

Employees

Proud employees  
and leaders

**47**

Aquisitions last

**10**

years

Proven M&A  
track-record

**Long-term  
owners**

Ownership  
structure



# Key Takeaways

Profitability-focus

Full speed ahead  
in the Service  
Business

Culture and core  
values

Passion for  
customer  
experience

Active part of the  
consolidation

Market  
Opportunity

Sensible capital  
allocation

Pole Position



An aerial photograph of a winding asphalt road that curves through a dense forest. The trees are in various stages of autumn, with many showing bright yellow and orange foliage, while others remain green. To the left of the road, a calm lake reflects the surrounding forest. In the distance, more forested islands and peninsulas are visible in the water. A small red car is driving on the road, providing a sense of scale.

# Bilia Capital Markets Day

November 8, 2024

